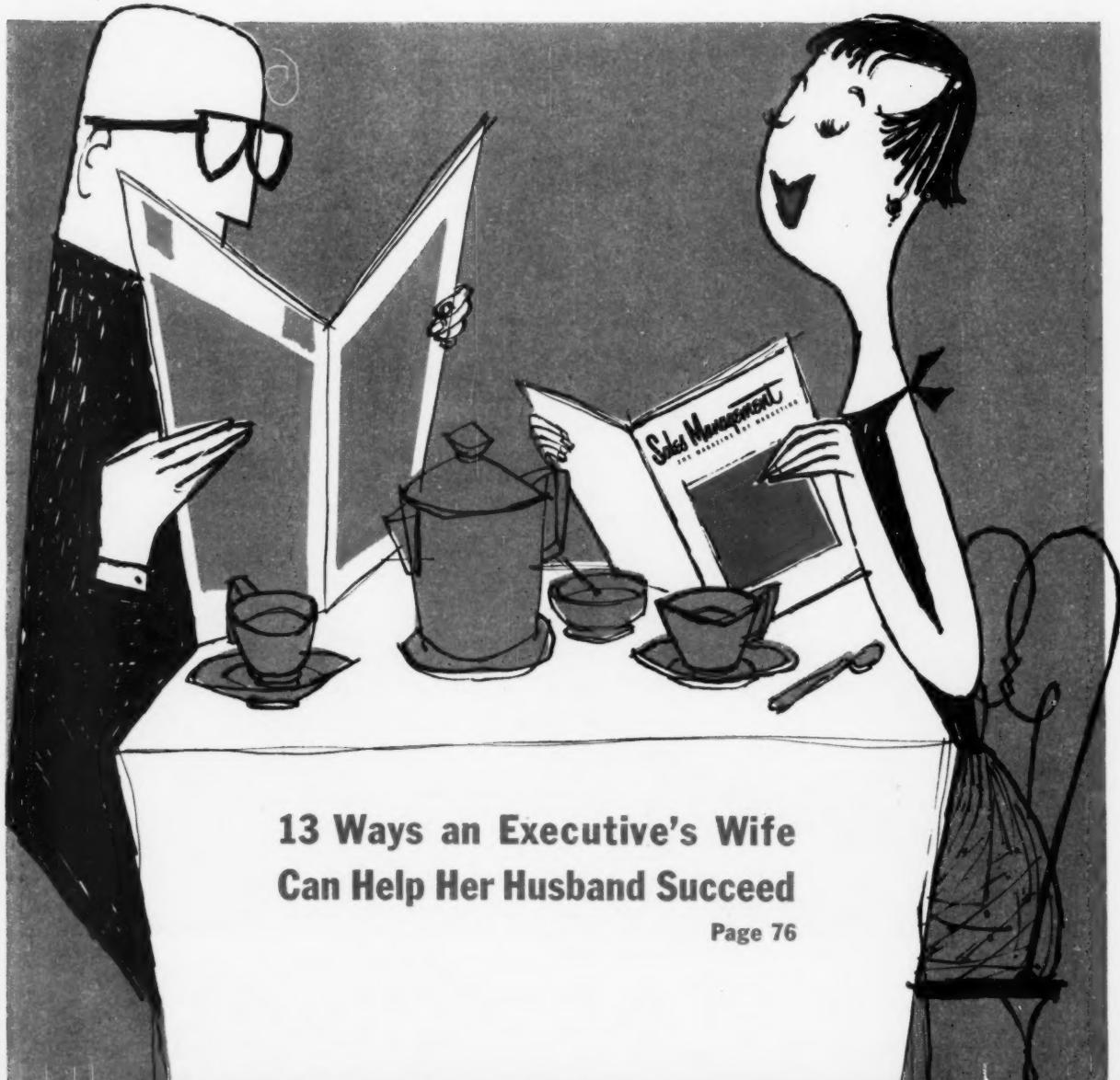


PART I OF TWO PARTS

Sales Management

THE MAGAZINE OF MARKETING



13 Ways an Executive's Wife Can Help Her Husband Succeed

Page 76

A \$400 Product for Hospitals:
What Kind of Sales Technique?

Page 60

We'll Buy from Salesmen
With These Qualities

Page 36

FIFTY CENTS

A BILL BROTHERS PUBLICATION

OCTOBER 1, 1954

KENTUCKY STRAIGHT BOURBON WHISKEY • 86 PROOF • 7 YEARS OLD • OLD CHARTER DISTILLERY COMPANY, LOUISVILLE, KY.



a gift in good taste

Take a person you like very much. The gift you give him is not only for his pleasure...it represents you, too. We submit that Old Charter is as fine a gift as man can either give or enjoy. And its new Christmas decanter (at no extra

cost) is in as good taste as Old Charter itself. Superior from the start, Old Charter is ripened to magnificence by seven slumberous years' aging in the cask. This is the best bourbon whiskey in the land. Try it yourself and see.

tick-tock...tick-tock...the whiskey that didn't watch the clock...seven long years

Kentucky's Finest Straight BOURBON

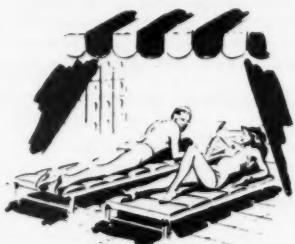
OLD CHARTER

How to Increase Sales

without Adding to Your Sales Costs



Golf on two great courses! The 7200 yd. International and 9 hole Challenger. 4 Top Pros headed by Jimmy Demaret.



Swim and suntan, rain or shine in glorious Indoor Tropical Pool.



Thrill to famous stars in Cordillion Room. Dance nightly to two orchestras.



Kiamesha Lake, N.Y. Only 90 miles from N.Y.C.

USE THE CONCORD GLAMOROUS LOW COST SALES INCENTIVE PLAN—AND WATCH SALES GROW!

Here's one sure way to gain greater sales effort within your organization! Offer your salesmen the prospect of a FREE vacation at the fabulous Concord Hotel at Kiamesha Lake, N.Y.

Explain to them that the more they sell, the greater their vacation. Tell them that when they put in just a little more effort, they're that much closer to the vacation of their dreams.

Every salesman will jump at the opportunity of visiting the Concord. Just 90 miles from New York City, this luxury vacationland offers the finest accommodations, food, entertainment, and sports *in all America!* So you can show your sales force what it's really like, we'll provide colorful literature. See how interested they'll get.

It's a very simple incentive plan—and it works! You just explain to your salesmen that their extra sales now can win them, their wives and families, a glorious vacation at the Concord just as soon as they make their quotas. Then watch the orders roll in!

Send the coupon below right away, or telephone us at CH 4-0771 in New York for more information about this Plan.

The Concord Sales Incentive Plan

Can Help You...

- Increase Sales
- Build Repeat Business
- Discover New Leads
- Build Morale

THE CONCORD HOTEL, 110 WEST 34th ST., N.Y., N.Y.

Gentlemen: I am interested in the Concord Sales Incentive Plan. Please have your representative telephone me for an appointment.

NAME _____

TITLE _____

COMPANY _____

ADDRESS _____

TELEPHONE _____

Available Now...

AUTOMATIC SELLING

By G. R. Schreiber

Your key to plus-sales and profits
in the vending industry

THREE million silent salesmen moved \$1.5 billion worth of goods last year. Robot retailers will double that figure by 1960. Here's the book that can tell you how to share in this merchandising revolution. What products can machines sell? What can't they sell? What markets can machines open up? What profits can you expect? What problems? These are just a few of the hundreds of questions answered by this book.

Written by a man who has helped pioneer automatic selling during the period of its greatest growth, the book is packed with authoritative facts and figures on every aspect. An easy-to-read account of new markets, new profits and business 'round the clock. See what *Automatic Selling* can do for your sales picture. Send for a copy on ten days' approval today.

195 pages

\$5.00

JOHN WILEY & SONS, Inc.
440 Fourth Ave., New York 16, N.Y.



Truly . . . here are America's Finest Steaks . . . from Pfaelzer Brothers, Chicago. These Boneless Strip Sirloins are the same famous Pfaelzer Steaks served at America's exclusive clubs, leading hotels and fine restaurants. Graded U.S. Prime and aged to mellow perfection, these Blue Ribbon Steaks are a unique gift that will make a favorable impression. Packed 8 superb steaks, each 1 1/4" thick, in attractive personalized gift box. Quality and perfect condition on arrival guaranteed.

BOX OF 8 STEAKS \$25.00*
SHIPPED PREPAID

*5% discount allowed on shipments of 12 or more boxes shipped to one address

ORDER TODAY

For other distinctive Pfaelzer gift items
write for Catalog G-30



Pfaelzer Brothers, Inc.

UNION STOCK YARDS • CHICAGO 9, ILL.

Sales Management

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OCTOBER 1, 1954

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Meet Judge Barnes, Trust-Buster

What manner of man will pass on the pending Bethlehem Steel—Youngstown Sheet merger? How does his administration of the Antitrust Division differ from that of Truman's appointee? Is repeal of the Fair Trade Act officially in the wind?

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A \$400 Product for Hospitals:
What Kind of Sales Technique?

Colson men concentrate first on the benefits of handling surgical cases in a special "post-anesthesia room." When they win acceptance for this idea, they are ready to talk product. That product: a stretcher which is required equipment for this system of patient care. 60

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Multi-Amp's New Product Flop
Taught a Painful Marketing Lesson

"Everybody" needed the new test instrument, so this brand new company thought. But few people bought. Then Multi-Amp realized a well-engineered device merits a well-prepared sales plan. Now it has it and sales are booming.

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Thousands of druggists were persuaded to buy and install new and improved display fixtures. The campaign was initiated because management got its back up, refused to accept the penalties hot weather brings to the candy business. 96

Hang Out Your Wares . . .
And Hoist Your Sales!

Utility products. No inherent display value. Many models, many markets. One effective display idea brings order out of chaos for Vacu and hikes the turnover rate for dealers. 106

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"No dice," said the wiseacres;
"You can't put raw dough in a can"

—But Melcher and Miller were stubborn. In less than two years "Dinner Time" beef and chicken pot pies (ready for baking in their own containers) have reached national distribution. National advertising starts this month. 90

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Problem: Here's a product consumers favor. But fewer and fewer people are buying it. Renon Bakers found out why, changed their ways. Result: A brand new market. Results came fast. In a month, sales outran production. 58

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It's the Mother of
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The industry has benefited handsomely through a variety of related-item promotions in which purveyors of other foods have cooperatively advertised and merchandised dishes featuring macaroni as one of several ingredients. 114

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Now Seek U.S. Markets

Ever eaten a papaya? Ever tasted laulau, passion fruit, poha jam or toasted coconut chips? Hawaiian Food Shippers' Association is active in western markets promoting these delicacies for both home consumption and gift giving. 86

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We'll Buy from Salesmen
With These 13 Qualities

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This Sample Kit Is
Shakeproof's Best Salesman

More than 26,000 kits carrying assortments of lock washers and fasteners were sent out to industrial prospects in 1953. Inquiries are developed through industrial magazine advertising, direct mail, and salesmen in the field. 54

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THE GHOST OF OBSOLESCENCE



STALKS EVERY INDUSTRIAL PLANT IN AMERICA, *including YOURS!*

Today, more than ever, equipment is discarded before it is worn out.

New and improved products set trends which modern engineers and operating men must understand to hold their jobs in the never ceasing battle against competition.

The constant fear of being scooped by a competitor who has discovered better equipment whets the appetites of responsible men for the very latest product news and information.

There is only one best source of this vital knowledge . . . one paper which clearly, accurately and completely reports all important developments in industrial equipment.

Industrial Equipment News seeks the opportunity to prove to you by figures and examples that both quantitatively and qualitatively, *IEN* is the one preferred source.

This makes IEN a piece of marketing equipment so efficient as to be your best insurance against obsolescence in your advertising.

Industrial Equipment News

Details?
Send for complete DATA FILE



FOUNDED 1933

BPA 461 Eighth Avenue, New York 1, N.Y.

NBP . . . Affiliated with Thomas Register

"results beyond expectations," says...

VICTOR CHEMICAL WORKS
GENERAL OFFICES
BOARD OF TRADE BUILDING
141 WEST JACKSON BLVD
CHICAGO 4

CABLE ADDRESS: VICTACID - CHICAGO

TELEPHONE HARRISON 7-3841

Mr. Ted Callis
The Wall Street Journal
44 Broad Street
New York, New York

August 6, 1954

Dear Mr. Callis:

When our management agreed to advertise Victor Chemicals in The Wall Street Journal, one of the first things they requested was a special campaign for this media. We decided to try an editorial approach, with news about interesting applications of Victor Chemicals in specific industries, and the results have been beyond our expectations. From this experience, we have decided to increase our insertions in all editions of "The Journal" for our next schedule.

Yours very truly,

E. D. Knauft
Advertising Manager
VICTOR CHEMICAL WORKS

EMMYERS/ro

EXECUTIVE OFFICES, 386 Fourth Avenue
New York 16, N. Y. LExington 2-1760



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SPECIAL FEATURE EDITOR. Lawrence M. Hughes
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READERS' SERVICE BUREAU H. M. Howard

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SALES MANAGER John W. Hartman
SALES PROM. MGR Christopher Anderson
ASS'T. PROM. MGR Madeleine Singleton
PRODUCTION DEPT. Ellen Knauft, Patricia Simon
FIELD MANAGERS
NEW YORK 16, N. Y. (386 Fourth Avenue;
Lexington 2-1760): Merrill V. Reed, W. E.
Dunsby, Wm. McClenaghan, Randy Brown,
Jr., Gerald T. O'Brien.

CHICAGO 1, ILL. (333 N. Michigan Avenue;
State 2-1266): C. E. Lovejoy, Jr., W. J.
Carmichael, Thomas S. Turner.

SANTA BARBARA, CALIF. (15 East de la
Guerra, P. O. Box 419; Woodland 23612):
Warwick S. Carpenter.

SUBSCRIPTIONS

DIRECTOR R. E. Smallwood
SUBSCRIPTION MANAGER C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);
editorial and production office: 1200 Land Title
Bldg., Philadelphia 10, Pa.; Philip Harrison, Gen-
eral Manager; Robert Letwin, Editor.

OFFICERS

PRESIDENT AND PUBLISHER Raymond Bill
GENERAL MANAGER Philip Salisbury
SALES MANAGER John W. Hartman
TREASURER Edward Lyman Bill
VICE PRESIDENTS C. E. Lovejoy, Jr.,
Merrill V. Reed, W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incor-
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the first and fifteenth except in May, September
and November when it is published on the first,
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Pa., under the act of March 3, 1879. Publication
(printing) offices, 34 North Crystal St., East
Stroudsburg, Pa. Address mail to New York office.
Copyright October 1, 1954 by Sales Manage-
ment, Inc.

Member



Victor Chemical's Acid Test

You'd expect Victor Chemical to be scientific about its advertising. In science, you make your experiment and record your results, not your wishes.

Like so many other business advertisers, Victor tested The Wall Street Journal and discovered power far beyond expectations.

Have you *tested* the product information hunger of 295,- 367 subscribers who *want* to know and *must* know what's new in better business?

ABC Circulation: 295,367

Net paid, excluding bulk based on March 31, 1954 issue

THE WALL STREET JOURNAL

NEW YORK
44 Broad Street

PUBLISHED AT:
CHICAGO
711 W. Monroe Street

DALLAS
911 Young Street

SAN FRANCISCO
415 Bush Street

October 1, 1954 Volume 73 No. 8

BBDO Newsletter

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4

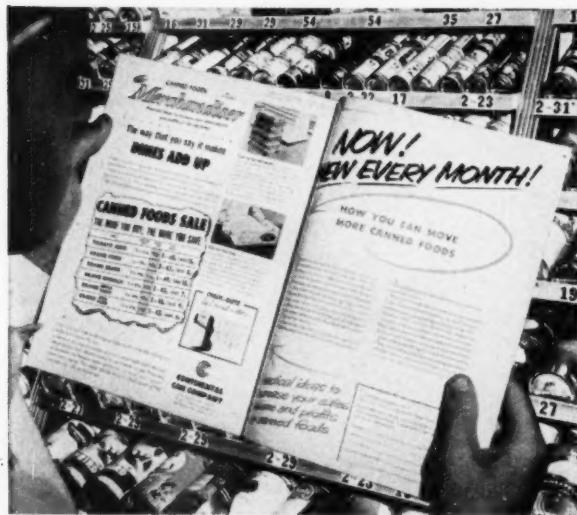
Pigskin Prophet
Since 1940
Can Promoter
More Power to You



1 Football weather is anti-freeze weather. So this fall Du Pont begins its first television series ever devoted to a specific product... "Norman Sper and his Football Forecasts" for "Zerone" and "Zerex" anti-freeze products. Du Pont will present this quarter hour of big-game predictions each week in 130 markets. Sper's 24-year record of 80% accuracy promises a loyal audience of fans.



2 In color, as they appear in *Time*, *Newsweek* and *U.S. News*, these Koppers Company, Inc., advertisements are breath-taking. Each features a different product or service, ranging all the way from plastics and treated lumber to the design and construction of integrated steel plants. The campaign, prepared by BBDO Pittsburgh, has run without interruption for 14 years.



3 To stimulate promotion of canned foods, backbone of the supermarket business, Continental Can Company is publishing the *Canned Foods Merchandiser* every month in major grocery trade magazines. The simple, workable ideas it contains are collected by BBDO Marketing Department men in continuous visits to stores and chain-headquarters offices all over the country.



4 When people buy more appliances, they naturally use more gas or electricity. So BBDO San Francisco client Pacific Gas and Electric Company, promotes appliance sales in general with a campaign like this one. P. G. & E. advertising won the 1954 *Socrates Award*, presented by *Public Utility Ad-Views* magazine for the best utility newspaper ads in the country.

BATTEN, BARTON, DURSTINE & OSBORN, INC. Advertising

NEW YORK • BOSTON • BUFFALO • CHICAGO • CLEVELAND • PITTSBURGH • MINNEAPOLIS • SAN FRANCISCO • HOLLYWOOD • LOS ANGELES • DETROIT • DALLAS • ATLANTA



COMMAND PERFORMANCE . . .

This servo-motor is smaller than a household fuse—weighs only about one and one-half ounces. Yet, without such powerful compact devices, modern industry could not function efficiently.

Servo-motors are the slaves that carry out the commands of servo-mechanisms . . . the workhorse and watchdog combination of today's automatic control systems. In industry they provide the precision needed for machining propellers . . . the uniformity necessary in the processing of food, chemicals and petroleum . . . the phenomenal speed and efficiency required in electronic computing systems . . . and the control requirements of hundreds of industrial and military applications.

MIND-MADE MIRACLE . . .

How many men worked out this miracle of precise control of power and movement? Physicists and engineers supplied theories . . . technicians and designers developed them . . . chemists, metallurgists, machinists . . . these and scores of others worked their splendid best. But how did they know how? Not just from what they learned in school . . . or from their immediate associates. For, while these helped, this whole business of automatic control is growing so fast and changing so rapidly that basic terminology and concepts have not yet been settled.

So these men of science and industry look to America's all-seeing, all-hearing and reporting Inter-Communications System for news of the needs and of the new in their field.

THE AMERICAN INTER-COM SYSTEM . . .

Complete communication is the function, the unique contribution of the business press . . . a great group of specially edited magazines devoted to the specialized work areas of men who want to manage better, design better, manufacture better, research better, sell better, buy better.

COMMUNICATION IS OUR BUSINESS . . .

The McGraw-Hill publications are a part of this American Inter-Communications System. As publishers, we know that businessmen subscribe to—pay for—McGraw-Hill magazines edited for their specific business interests by editors who are specialists in analyzing, interpreting and reporting worthwhile ideas.

As publishers, who also know that advertisers consistently use the pages of our magazines to feature the products and services they offer in the interest of increased efficiency and lower production costs . . . for the editorial pages tell "how" and the advertising pages tell "with what."

McGRAW-HILL PUBLISHING COMPANY, INC.



330 WEST 42nd STREET, NEW YORK 36, N.Y.



HEADQUARTERS FOR BUSINESS INFORMATION



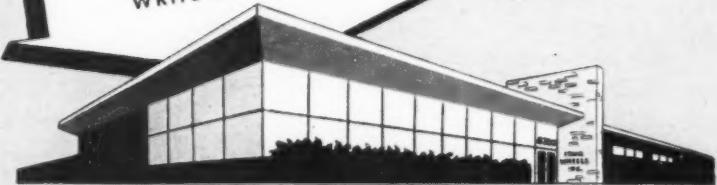
Annual Car Leasing

Get the facts today
in the
"FOUR WHEELS PLAN"
booklet...
WRITE DEPT. SM-11

**17 CONTINUOUS
YEARS OF LEASING
AUTOMOBILE
FLEETS TO
AMERICA'S
LEADING
INDUSTRIES**

COMPLETE PROGRAM

- New Cars
- Maintenance
- Repairs
- Insurance
- Licensing
- Delivery Anywhere
in U. S.



FOUR WHEELS, INC.
HOME OFFICE: 6200 NORTH WESTERN AVENUE, CHICAGO 45

advertising managers like

"THE SALES MANAGER'S AGENCY"

... for as one harried AM said, "You get the job off my back—and back 'into Sales where it belongs!"

Large advertising agencies recommend us to clients because they know that we do, more effectively, a variety of specialized sales work which they are not usually equipped to handle efficiently.

BUT MORE IMPORTANT — *Sales executives* want a creative, sales-minded organization to work directly with them. Here, under one roof, they get consultation, research, ideas, plans, materials and devices for important sales department projects.

So, just as Advertising Agencies help the Advertising Manager to influence the ultimate consumer, so can "The Sales Manager's Agency" help the Sales Manager increase the effectiveness of his sales organization and the upward angle of his own sales curve.

Why not call us in for a talk?



VISUAL METHODS COMPANY, Inc.

"THE SALES MANAGER'S AGENCY"

6 East 39th Street, New York 16, N. Y.

MU 6-4443

SERVING SUCH CLIENTS AS — American Chicle, Best Foods, Birds Eye, Congoleum-Nairn, Ford International, General Foods, (all divisions), Hamilton Watch Co., Ladies' Home Journal, Maxwell House Coffee, Monroe Calculating Machine Co., Penick & Ford, Raybestos, Schaefer's Beer, Yale & Towne; also Training Programs for U. S. Army, Navy and Treasury.

LETTERS TO THE EDITORS

CUTTING SALES TRAINING COSTS

We are a small manufacturer over 30 years old interested in improving quality of our salesmen. Our men principally call directly on dealers. There has been a change made in the past three or four years in some departments.

We have been able to increase our sales volume about 25% over the first half of last year. We are therefore considering adding additional territories and salesmen. These naturally will be farther from the factory office.

We try to give some sales training at the start and then frequent sales training meetings during the year, a total of 10 days per year. It costs us considerably to bring men into the office for such training and it also is a considerably large investment to put a new man into new territory. Therefore we are interested in considering testing procedures used by several companies to assist them in securing better salesmen. Any information you can supply regarding testing procedures for the purpose of hiring, and training salesmen will be appreciated.

Dwight N. Grottenhouse

Vice-President, Sales
Silent-Sioux Corp.
Manufacturers of gas and
oil heating equipment
208-212 W. College Avenue
Orange City, Iowa

► We have sent Mr. Grottenhouse a number of articles which ran in SM which should be of help to him. We are sure he would also greatly appreciate hearing directly from any companies who have been faced with the same problem. His complete address is shown above.

A NAME THAT SELLS

I read with interest Robert N. McMurry's article on "How to Pick a Name for a New Product" (SM, Aug. 15, p. 102).

When we decide to put a new product on the market, such as our Scott facial tissue, our advertising agency, distribution research and product development department develop a number of names and product package designs. These are very carefully tested with the consumer, in this case, the housewives of America.

We have found out it is a very good idea to pick names that tests show have a very popular appeal to the people who are going to buy the products. Names and packages which might be picked out by a group of men for a product largely purchased by women could, for instance, not appeal to the ladies at all.

(continued on page 12)



Long Distance Rates Are Low. These are the daytime Station-to-Station rates for the first three minutes. They do not include the federal excise tax. Long Distance rates are even lower after 6 o'clock every night and all day Sunday.

*Every move
you make by
LONG DISTANCE
saves time
or money*

Long Distance quickly puts you in touch with just about anyone, anywhere.

It eliminates "hit-or-miss" sales trips by arranging appointments in advance. Helps you keep in regular touch with out-of-town customers. Clears up questions and complaints. Simplifies buying. Speeds deliveries.

And because telephone contacts are friendly and personal, they help create a feeling of good will at both ends of the line.

To get more things done, more quickly, reach for the telephone.

Long Distance Doesn't Cost—It Pays

We have some specific suggestions for the profitable use of Long Distance in Sales, Purchasing, Administration, Traffic, Production, Engineering and Accounting. A call to your Bell Telephone Business Office will bring a representative to discuss them with you.

BELL TELEPHONE SYSTEM



All Industry Acclaims Need for AUTOMATION

RESPONSE TO INITIAL ISSUE SIGNIFIES NEW HIGH IN READER ENTHUSIASM

"NEEDED THIS FOR YEARS" SAY READERS

...for example:

"There is a definite need for a magazine such as yours and I would venture to say that it will be thoroughly read and digested by anyone looking ahead. We've waited a long time for AUTOMATION."

Industrial Engineer
Johns-Manville Corp.

"Your magazine fulfills a need that has existed for years. Formerly, it was necessary to read many publications to obtain...information on automation."

Engineer
Reed Roller Bit Co.

"I am most happy to see that a publisher has started a much needed magazine on automation...The engineering work that we do in our department is largely for 'automation' and your new magazine will be a real asset."

Advisory Engineer
Westinghouse Electric Corp.

"AUTOMATION fills a need which we have felt for a long time and I am sure will prove a constant, practical help to us in our everyday thinking and planning."

Plant Engineer
Corning Glass Works

"The first issue of AUTOMATION indicates that the magazine is going to fill a spot which has hitherto been almost completely untouched."

Ch. Engr.
Interchemical Corp.

MEETS THE NEEDS OF DIFFERENT JOB FUNCTIONS

...for instance:

"We are no longer just Electrical, Mechanical, Civil, Electronic or Industrial Engineers. The world of 'Automation' has deemed we integrate all of these special talents into the new realm of Automation Engineering."

Commercial Dev. Engr.
Uarco, Inc.

"A real help for management. Essential if a company plans to stay alive."

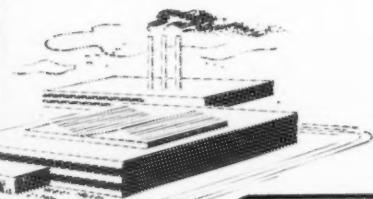
Planning Mgr.
Hercules Motor Corp.

"Your first issue contains a large amount of practical information which I have not seen in any other magazines. The big question in the minds of a lot of engineers must be — 'How can I use AUTOMATION in my plant?' — This magazine looks like it will supply a lot of those ideas."

Plant Engineer
National Mfg. Co.



A PENTON PUBLICATION



SALES MANAGEMENT

These comments, and hundreds more, spell out the need for this magazine of automatic production.

It's the kind of response that every editor dreams of someday receiving. It's the evidence of high reader interest that every advertising man and sales manager wants.

Here is an audience throughout all industry—the audience that is spearheading the drive for more automatic production.

Up to now, these men have gotten a little information here and a little there, scattered

through many different publications. That's why they *need AUTOMATION*. The magazine that is needed by the readers is needed by the advertiser to close the gap in his selling effort.

Seventy-eight advertisers took advantage of this opportunity in the initial issue. Twenty-first of second month preceding publication is closing date. Write, wire or phone for space.

**AUTOMATION, Penton Bldg.
Cleveland 13, Ohio**

ANSWERS NEED FOR INTER-INDUSTRY EXCHANGE OF INFORMATION

...among men like these:

"We are very much interested in AUTOMATION. We feel it is the first publication of its kind, fostering automation in industry."

Works Engineer
E. I. du Pont de Nemours & Co., Inc.

"Very good — it covers a field heretofore scattered among many other magazines."

Dept. Chief
Western Electric Co.

"Your magazine will fill a much needed vacancy in the Field of Technical Papers ... Your coverage of Automatic Control Equipment is most thorough."

Plant Engineer
Anchor Hocking Glass Corp.

"We, as a company, are using more and more automation along with remote control. We believe that this magazine will give us ideas for future installations."

Electric Des. Engr.
Phillips Petroleum Co.

"Have already found many good ideas in your first issue. Have referred to friends in other industries."

Industrial Engineer
Allegheny-Ludlum Steel Corp.

NEEDED IN SMALL AND LARGE PLANTS TO CUT COSTS

...for example:

"A very fine source of information for those in the smaller plants."

Production Manager
Sanborn Company

"While in aircraft production we do not have full automation, many semi-automatic devices are used. The ads, descriptions and articles help us to keep up-to-date."

Production Methods—Chief
Douglas Aircraft Co., Inc.

"I believe this is one of the finest and most needed magazines of the day. There is some erroneous thinking that automation is confined to some industries only and there is much lack of information on this subject. This magazine is a light in the darkness."

Mechanical Engineer
ACF Industries, Inc.

"With the present day trend of greater mechanization throughout all manufacturing processes, your publication appears to be in on the ground floor."

Designer, Special Mchy.
Allis-Chalmers Mfg. Co.

A U T O M A T I O N

THE MAGAZINE OF AUTOMATIC PRODUCTION

LETTERS

what makes sales for you?

You've read the "how to sell" books. You've discussed impulse buying, emotion, rationalization. You've studied the "five principles" . . . "four basic steps" . . . three ways to close . . . two ways to overcome a prospect's no.

But not one of these pat formulas actually *makes sales* for you.

You make sales by putting past experience to work for the future. You trepan your salesmen's skulls to pick out what they have learned—and you push their experience back at them to use over again.

And that, precisely, is how the Hickey Murphy Division of James Gray Inc., works for you. We distill your experience and add our own, for it's quite likely we have helped other companies solve sales problems akin to your own. From experience, we plan a direct mail program that makes sales for you. Whether you are selling to consumers, through dealers, or via your own sales force—or a combination of these echelons—direct mail based on experience can be applied successfully to make sales for you.

Before you reach for another book on selling, reach for the phone or a memo pad and get in touch with Hickey Murphy. There will be no obligation in learning how we can help make sales for you.



The HICKEY MURPHY Division of

JAMES GRAY, INC.

216 East 45th Street
New York 17, New York
MUrray Hill 2-900

Hickey Murphy Division
James Gray, Inc.
216 East 45th Street
New York 17, New York

Send me a free copy of

'HOW TO PUT ACTION INTO YOUR DIRECT MAIL'

Name _____
Title _____
Company _____
Address _____
City _____ Zone _____ State _____

For a free copy of the idea-stimulating booklet, "How To Put Action Into Your Direct Mail," fill in this handy coupon, clip it to your letterhead and mail it today.

After we come to a decision on one or two final product designs and names, this same group of men, plus the sales manager, executive vice-president and chief of the products standards department, get together for a final decision . . .

In the last 29 years—and that is all the time I have been in this business—we have never changed a name once it has been adopted. Maybe we've just been lucky, but it's never been necessary. We have, however, changed in some instances the appearance of the package itself. Sometimes only slightly and sometimes completely, with the exception of the name.

D. A. Prouty

Assistant Vice-President in charge of
Public Relations
Scott Paper Co.
Chester, Pa.

INDUSTRIAL TRADING AREAS

In the movement of industrial-type producers' goods to the market, is there any clear-cut and uniform trading area pattern developed for the United States? If so, is it generally followed by all industrial firms, and do you have a map or set of maps which show the trading areas and the city around which the trading area rotates? Naturally, being associated with the General Electric Co., I am concerned with this breakdown from the standpoint of electrical equipment that moves to the industrial markets.

A. W. Bartling

Apparatus Sales Division
General Electric Co.
Schenectady, N.Y.

► Industrial trading areas are available in map form through the Conover-Mast Corp., and we have asked Arthur Dix, the corporation's research director, to send you a set; McGraw-Hill has also made similar studies and their research director, John C. Spurr, will be sending you material. Neither we nor they can guarantee, however, that it is a "uniform" trading area pattern "generally followed by all industrial firms." It is used by a large number, however.

THE HARD SELL

If anyone is interested in a definition of what is meant by that rather loose phrase, "the hard sell," it is well delineated in Gene Whitmore's story, "It Could Happen to You," (SM, Aug. 15, p. 112).

I don't know who titled the story, but judging from conversations I've had with sales executives around the country, that

(continued on page 16)

SALES MANAGEMENT

GOOD NEWS FOR SHIPPERS

**United
announces
NEW
RESERVED SPACE
AIR FREIGHT
PLAN**



United's New DC-7s Have 9,000 lbs. Cargo Capacity!

Large or small, crated or uncrated items...there's plenty of room in a United DC-7. Two compartments (longer than a freight car!) that'll move your product coast-to-coast in less than 8 hrs. No other DC-7 in the world can equal this capacity for air-mail and parcel post, air express and air freight. And, of course, no other airline can equal United for service and dependability.



Know in advance when shipments will move in and out. It's the sure way to keep things running smoothly and your customers happy.

United Air Lines—with the nation's greatest, high-speed air freight capacity—introduces a new *Reserved Air Freight Plan* that provides air freight shippers and receivers with guaranteed air freight space. Reserved Air Freight moves on most United flights; is offered after consideration of space requirements for air mail and air express. Only United offers service like this in the U.S.

All you do is contact your local United Office or Air Freight representative. Give them the facts about weight, size, destination and the shipping schedules you wish to meet.

You're guaranteed Reserved space for direct service between 80 U.S. cities coast-to-coast, border-to-border and Hawaii.

**Get the facts today! Phone or
write your nearest UNITED AIR LINES office
for full information.**


UNITED AIR LINES

THE NATION'S NUMBER ONE COAST-TO-COAST AIRLINE

advertising dollars return . . .



When you sell the Billion



big sales dollars . . .



Dollar Spokane Market

**IT'S ONE OF THE THREE MUST MARKETS
IN THE PACIFIC NORTHWEST**

Yes, advertising dollars return BIG SALES DOLLARS when you really sell the billion dollar Spokane Market! And for good reason. With more people than live in any U. S. city, except the five largest . . . with net spendable income over a billion and a half . . . and with retail spending well over a billion—it's one of the nation's top consumer markets, a best seller . . . and definitely a must for a full Pacific Northwest sales quota.

For the billion dollar Spokane Market is the vital heart of the Pacific Northwest. An area as large as New England, but virtually isolated by giant mountain ranges on all four sides . . . 300 miles or more away from coast cities. A distinctly separate and unified trade area . . . too distant and traditionally independent to be affected by outside sales efforts. Small wonder Spokane is considered America's No. 1 Test Market.

Your advertising dollars can really go to work for you in this important sales-producing region. Economically, too. As one space buy sells throughout. Two great newspapers—The Spokesman-Review and the Spokane Daily Chronicle—accepted as home-town dailies in over 500 Inland Empire cities and towns, deliver the coverage (89% of it to the door step!) and pack the consumer influence it takes to move masses—buyers and merchandise.

Don't miss out on the Spokane Market's big pay-off—More Sales Dollars per advertising dollar! Sell the billion dollar Spokane Market with the two great newspapers residents have read and bought from since pioneer days . . .

Combined Daily Circulation Over 160,000—81.84 % UN-Duplicated

THE SPOKESMAN-REVIEW
MORNING
Spokane Daily Chronicle
EVENING
SUNDAY
SPOKANE, WASHINGTON

**Best Advertising Buy
in America's Best
Test Market**

Advertising Representatives: Cresmer & Woodward, Inc., New York, Chicago,
Detroit, Los Angeles, San Francisco, Atlanta. Color Representatives, SUNDAY
SPOKESMAN-REVIEW. Comic Sections: Metropolitan Group

SAN DIEGO IS BIGGER



RESTAURANT SALES

Atlanta, Ga.	\$55,369,000
Dayton, Ohio	55,755,000
Indianapolis, Ind.	58,716,000
San Antonio, Texas	37,105,000
Syracuse, N. Y.	42,491,000
Tampa - St. Petersburg, Fla.	45,595,000

SAN DIEGO, CALIFORNIA

\$58,880,000

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of Buying Power; further reproduction not licensed.



San Diego Union
and
EVENING TRIBUNE

REPRESENTED NATIONALLY BY THE WEST-HOLLIDAY CO., INC.

You get more for your advertising dollar with the "SATURATION" circulation of these two great newspapers... complete, authenticated, "asked-for" coverage of over 90% of the Billion Dollar San Diego Market.

LETTERS

head could easily be changed to "It's Happening to Me."

Best part undoubtedly is the concrete suggestions that sales managers can follow (as my red-headed secretary used to say, "They'd jolly well better.") to get the hard sell started where it must begin—at the top. The blacksnake whip is not recognized as a sales training device by the National Society of Sales Training Executives.

Blaine S. Britton

Editor
The Research Institute of America, Inc.
New York, N.Y.

10 COMMANDMENTS OF SELLING

We are currently in the final phase of planning for our second management development conference for key executives of the independent wholesale grocer firms to be held in New Orleans Oct. 6-8.

In order that we might supply these key executives with some of the better business literature, we would like permission to reprint with credit the article "10 Commandments of Selling" (SM, June 1, p. 39).

Harold O. Smith, Jr.

United States Wholesale Grocer's
Assn., Inc.
Washington, D. C.

► Permission granted with pleasure.

SM'S SHOPPING SERIES

In a recent letter you mentioned there was a possibility the entire "Adventures in Shopping—the Discount Houses" series would be reprinted at a later date. If such is the case, we would very much appreciate your letting us know as we would like to have copies of the feature.

William Yockey

The Parker Pen Co.
San Francisco, Calif.

► To date no final decision has been made, but if there is sufficient subscriber demand, we will put through a quantity reprint order. If interested, please drop a note to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N.Y., and indicate how many copies you would need. See page 42, this issue, for the current installment.

... Your article on Polk Brothers in the continuing "Adventures in Shopping—the Discount Houses" series, (SM, Aug. 1, p. 60) is excellent and you folks are to be commended once again for your usual outstanding job of reporting.

Richard A. Graver

Vice-President
The Hallicrafters Co.
Chicago 24, Ill.

SALES MANAGEMENT



Mr. Vincent Sillitta, Traffic Manager of Clarostat Mfg. Co., Inc., discloses

"How this guided missile gets there on time!"

"... 5, 4, 3, 2, 1, fire . . . and a Clarostat product helps head the missile for an 'enemy' bomber!

"But before its deadly rendezvous, that tiny part of the missile's 'brain,' a Clarostat resistor, had to keep another vital appointment—with the Guided Missile production schedule.

"That date was kept by Air Express!

"We ship up to 15,000 pounds of Clarostat Resistors per month by Air Express. Their sizes range from the one men-

tioned above—finer than a human hair—to shipments weighing one hundred pounds and more.

"With Air Express help, we can meet extremely exacting delivery specifications. Yet most shipments cost *less* than by any other air service. A 25 lb. shipment from Boston to Toledo, for instance, costs \$6.45. That's *5¢ less* than the next lowest air carrier—and the service can't be compared!"

It pays to express yourself clearly. Say Air Express!



Air Express



GETS THERE FIRST via U.S. Scheduled Airlines

CALL AIR EXPRESS . . . division of RAILWAY EXPRESS AGENCY



"Why," the advertising manager asked, "does *Product Engineering* have an impact on design engineers these other magazines can't seem to match?"

In a field where all other magazines are given away, *Product Engineering's* 55% growth in paid circulation during the past four years leads naturally to the oft-asked question: "How come?" And the answer, as hundreds of advertising men know, lies right in this magazine's wide-ranging, sharply informative pages.

Name your subject...and if it is one of importance to better product design, you will be as favorably impressed as *Product Engineering's* 28,000 subscribers with this magazine's coverage of it. The design of machinery and equipment calls for wide, diverse knowledge in 10 major areas of engineering.

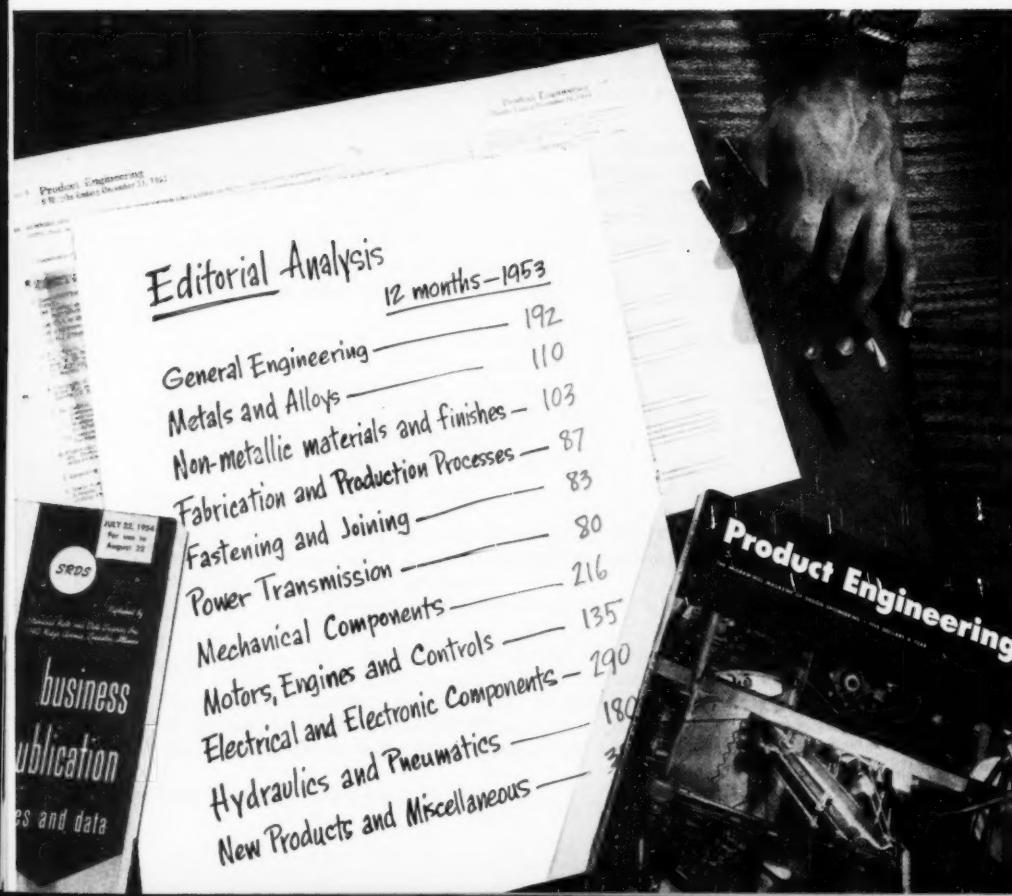
Product Engineering reports the significant developments in all 10 so promptly and completely that design engineers, in ever-increasing numbers, say:

"If we really want to know what's new in our business,
we've got to read *Product Engineering*."

Having said this they act. And in return for their insistent, cash-on-the-line demand, *Product Engineering* provides them with over 1,900 exclusive, terse, practical editorial pages a year, including an Annual HANDBOOK of Product Design which delivers in one issue more long-useful ideas and facts than some design publications offer in a full year.

Currently, over 850 advertisers are sure *Product Engineering's* editorial impact on an ever-growing audience of paid subscribers creates unmatched advertising values. In the past 12 months, *Product Engineering* carried over 1,000 more advertising pages than any other design publication. And if you sell to the \$28-billion Original Equipment Market, this magazine will build sales for you, at lowest cost, all during 1955.

"Because," the media director said, "design engineers just can't get as much product-design know-how from any other paper."



THE MEN
WHO DESIGN
AMERICA'S
NEW PRODUCTS
READ
Product Engineering



The McGraw-Hill Magazine of Design Engineering
McGraw-Hill Building, New York 36

America's 7th Metropolitan Area

... that's NEWARK
NEWTOWN, the fast-expanding sales territory of the Newark News

... INVESTIGATE and you'll find the "New York Metropolitan Area," as laid down by Dept. of Commerce geographers in 1930, was never intended as a marketing area . . . it's a simple density pattern . . . a junior-sized USA composed of separate major markets!

... to get into more HOMES at lower cost, you need . . . now more than ever . . . the New Jerseyan influence of the

NEWARK NEWS

Evening and Sunday

NEWARK 1

NEW JERSEY

THE HUMAN SIDE



GIMMICKS were part of a sales talk by Bob Miller, a visitor from Owens-Illinois Glass Co., to these high-flying salesmen. He caused a spate of neck-twisting.

The Cloud-Bound Sales Meeting

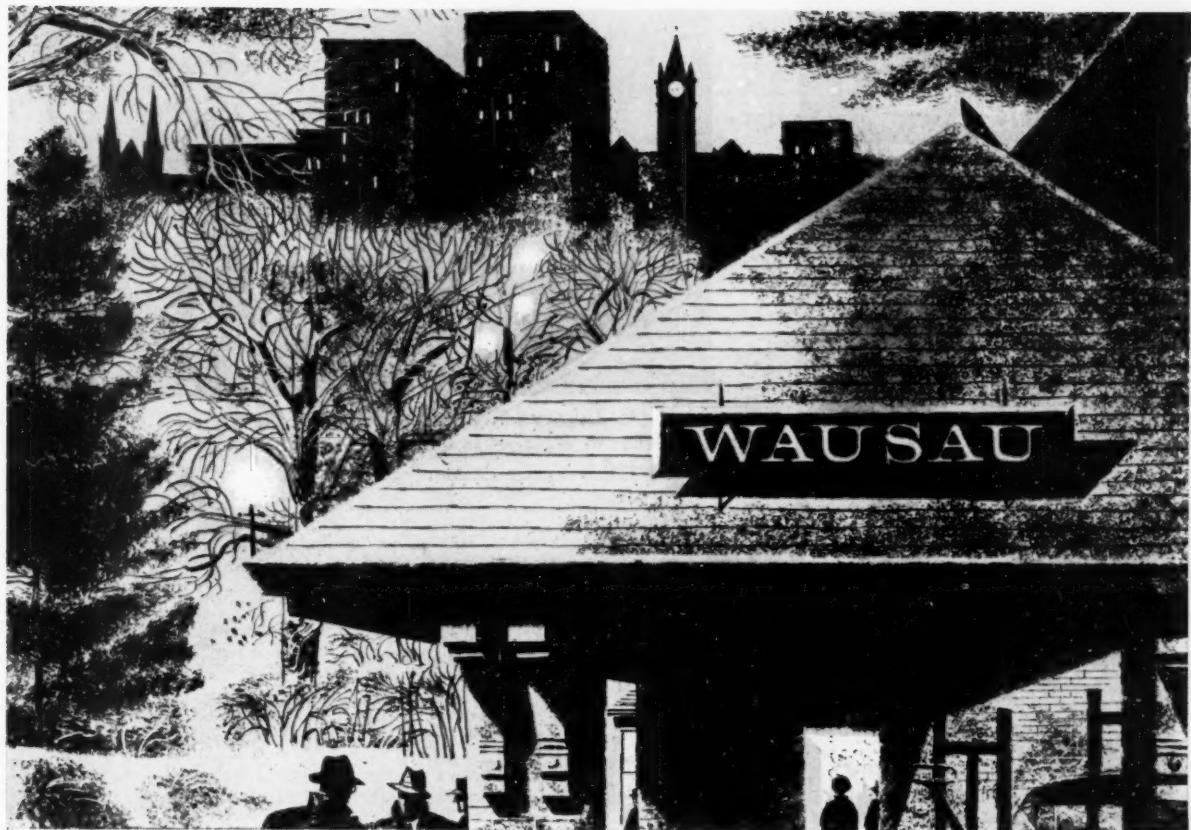
When President Lyons, I. L. Lyons Co., Inc., found that he had four days in which to run off two sales meetings and the sessions had to be sandwiched in between his sales staff's visit to suppliers' plants in New York, he got the heady idea of holding his meetings at 10,000 feet. No telephones, no visitors, no sorry-boss-got-a-date-with-a-prospect. Captive audience, indeed.

Since Lyons operates out of New Orleans and 35 salesmen were involved, a plane was a natural. But many of the boys hadn't been in a plane before: Lyons admits some of them did more unwinding than listening. Nevertheless, under the watchful eye of a bakers' dozen of bosses, the salesmen saw precious little scenery—and no hostesses. They got lots of sales charts, percentage increases, quotas and plans for the future, to say nothing of marketing problems.

Actually these salesmen had been good boys; their company's sales were up (quadruple what they were in 1945) and their morale was consequently high. Their company is an interesting one. It was founded as a wholesale drug house—and still is one—back in 1866 by Capt. I. L. Lyons, late of the Confederate Army. His grandson is the third generation to bear the same name and to head the company.

This was possibly the most heavily insured sales meeting in airline history. Lyons chartered a Capitol Airline's plane, insured each of its salesmen for \$62,500; the executives carried an additional \$3,300,000 in case of calamity. Total insurance carried: \$7,507,000!

Few sales meetings ever go off like clockwork. This one, bizarre to begin with, was no exception. Four dozen passengers loved the trip but two of the salesmen, despite perfect flying weather, got airsick and had to be ministered to. Both got car sick, for that matter. The microphone for the speaker was located in the rear of the



How come one of the world's most important insurance companies is located in Wausau, Wisconsin?

The fishing's good near Wausau. It's only a stone's throw to where the deer run. Once in a while, they say, a lynx comes down from the north.

And it's the home of one of the world's most important insurance companies.

How come?

Wausau was lumber country once. And lumbering was a hazardous business. 43 years ago a group of lumbermen joined together to pay the claims of injured sawmill workers under Wisconsin's new workmen's compensation law. The group came to be called The Employers Mutuals.

Wausau is no longer lumber country. But Employers Mutuals has stayed. So have the men who guided it from the beginning.

How come?

Because they knew that something good had grown up there. A certain way of doing business that was good.

An almost personal character. A fairness that bent over backward rather than forward. Policyholders kept saying that Employers Mutuals were "good people to do business with."

They're a large company today. They write all types of casualty and fire insurance and are one of the very largest in the field of workmen's compensation.

There is a "Wausau personality" about this company that people seem to like. When it became a client of J. Walter Thompson Company, we recommended that its advertising could do no better than present this "personality." Hence the creation of a fresh new approach to insurance ad-

vertising—the Wausau story series.

The "Wausau" campaign has made immediate and remarkable progress toward its two objectives (1) to give this client the greater *identity* needed in its vast and highly competitive field, and (2) to make the company and its salesmen known to more prospects as the kind of people they are—"good people to do business with."

Additional millions of families, because of their increased earning power, are in the market today. Are the advantages of *your* products being fully made known to them?

If you will either write or call, we shall be glad to discuss the opportunity offered by these expanding markets.

J. WALTER THOMPSON COMPANY

420 Lexington Avenue, New York 17, N.Y.

New York City, Chicago, Detroit, San Francisco, Los Angeles, Washington, D. C., Miami, Montreal, Toronto, Mexico City, Buenos Aires, Montevideo, Rio de Janeiro, São Paulo, Santiago (Chile), London, Paris, Antwerp, Frankfurt, Milan, Johannesburg, Port Elizabeth, Cape Town, Durban, Bombay, Calcutta, New Delhi, Sydney, Melbourne

A "Special" GIFT!

**FANCY SMOKED TURKEYS
GEES • CAPONS**

FOR THOSE "SPECIAL"
NAMES ON YOUR LIST —
YOUR CUSTOMERS, ASSOCIATES,
FAMILY and FRIENDS

Superb, broad-breasted birds which have been slowly cooked in natural hickory smoke to flavorful, juicy, tenderness — those are Custom Smoked Turkeys, Smoked Geese and Smoked Capons. Not dry and wooden, but juicy and with a rare flavor unequalled by any others you may have tasted. Each bird is a beautiful, golden brown—a picture to behold, a taste treat that will be long remembered.

They are beautifully wrapped in a gaily decorated carton and a gift card is enclosed. Shipped postpaid anywhere in the U. S. Arrival in perfect condition is guaranteed anywhere within Railway Express delivery limits.

We are interested in getting complete details and prices on Custom Smoked Turkeys, Geese and Capons.

Name of Firm _____
By _____ (Title) _____
Address _____
City _____ Zone _____ State _____

CUSTOM FOOD PRODUCTS Inc.
DEPT. 5C
701 N. WESTERN AVE., CHICAGO 12, ILL.



THERE'S ALWAYS A GAGSTER . . . and on this sales meeting in the clouds he managed to get his licks in. Sleeper was digesting his sales lessons.

plane instead of behind the pilots' compartment, which meant that everyone's back had to be turned to the speaker and he didn't always come over clear as a bell.

Each speaker, passing the microphone to the one following, gave out the battle cry of the meetings—"Push down the button and beller."

But with it all, the meetings were a success; men from all four of Lyons' divisions were on board and heard each other's sales techniques, successes and failures.

Later the boys got the works after they came down in New York. They were guests of Lederle Laboratories Division of American Cyanamid Co., Pearl River. Here they spent their first night—a mere 80 minutes from the pitfalls of New York City. Next day they toured the plant and, just so they wouldn't forget their techniques, had a sales discussion. On to New York for a few days as guests of Owens-Illinois Glass Co., which supplies Lyons, Coty, Inc., and Shulton, Inc. There was even a luncheon at Toots Shor's with an official greeting from Grover Whalen, for 25 years official greeter of New York City, now chairman of Coty's board.

Finally the Lyons' in New York's den got a break: Hurricane Edna delayed their departure for New Orleans. At last they got their chance to roar.

Coffee Time

It has only been in the last few years that psychologists have come to recognize that a break in the morning and the afternoon for a cup of coffee earns management far more in employee efficiency than it loses in company time.

The nation's largest coffee vendor maker, Bert Mills Corp., Chicago, has gotten four firms to talk about how coffee-when-you-want-it has affected them. At Van Gogh Studio's photofinishing plant in Chicago, one coin-operated machine serves the whole staff of 100. "No waiting in line, Management likes the idea," says the company's personnel director. "It helps to relieve tension, perks up energy."

At Goss Printing Press Company's large Cicero, Ill., plant, workers are permitted to get coffee from the machine any time they feel like it. The system has eliminated costly interruptions in production flow, since workers take their coffee back to their benches. General American Transportation Company's engineering office says the machines provide an "automatic answer" to a problem which had plagued management. And United Air Lines Midway Airport offices and hangars plow back a slice of profit from their coffee vending machines into the employee's Mainliner Club.

How to Get to Garcia with the Message

Selecting media is a lot like sending a Message to Garcia—you try to find a Lt. Rowan to carry it. Rowan happened to be the surest, most economical medium for getting the message to Garcia; that's why they chose him for the job.

A good agency looks for the same things in choosing media—the surest, most economical way to reach your prospect. When you have learned as much as you can about the prospect (what he needs, looks for and wants to know about a product before he'll put his money on the barrel head), you've come to know him so well that you even know his reading habits. Knowledge of media is an integral part of knowing the customer—it is knowing how to reach the customer.

Inexpensive consumption goods can often be sold sight-unseen by advertising. With durables it's a different story. The consumer or industry wants to take a pretty close look before signing on any dotted line. In this respect, durable goods advertising can't really be called a *salesman*. But it does the important thing that your salesman always wants to do—it gets in the door. Media is chosen for its ability to get in the door, so that your ad can tell its story and leave the prospect with a desire to find out more about your product. Then Sales takes over.

Our Media Department works closely with Research to determine the most effective media for a given client and the most effective way to use the chosen media. For example, what trade magazine do your prospects read and what do they look for in it? Is the editorial policy consistent with your principles and products, does it help you sell? Does the proportion of advertising space to editorial matter make for high readership of your ads? Does this magazine get prospects who are willing and able to buy, or does it mainly reach students who are interested in developments in your field? Would you be better off in a sectional magazine or one with national circulation? Is



there more than one book that appeals to your class of prospects, should you concentrate in one or split your schedule among several? The answers will point the shortest way to your prospect's door.

Trade journals, newspapers and business papers, calendars, sales letters, sales literature and presentations, catalogs, point of sales, radio and television, publicity, any medium that carries the spoken or printed word to your prospect—they're all part of our experience. It's the business of the Media Department to know all the factors which mean success or failure in reaching the man you want to do business with. We make sure that Garcia gets the Message.

*Marsteller,
Gebhardt
and
Reed, Inc.*

ADVERTISING

CHICAGO • PITTSBURGH • NEW YORK

AFFILIATES

PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

BADGE OF



NBC FILM DIVISION

SERVING ALL SPONSORS . . . SERVING ALL STATIONS

30 Rockefeller Plaza, New York 20, New York; Merchandise Mart, Chicago, Illinois; Sunset & Vine Sts., Hollywood, California; In Canada: RCA Victor, 225 Mutual St., Toronto; 1551 Bishop St., Montreal.

SUCCESS!

**BADGE 714 set best record in TV its first year...
Now, 39 new episodes added for a second great year.**

A group of sponsors unafraid of the word "re-run" bought BADGE 714 (formerly Dragnet) and ran it, in many cases, against some of the top-rated network shows. In virtually every case, BADGE 714 pulled a bigger share of the audience, and for an extraordinarily low cost per thousand. The new

series of 39 additional BADGE 714 programs will keep up this record. And other NBC FILM DIVISION re-run programs are duplicating it market by market, month by month. When a successful film program enjoys a return engagement, it usually reaches a larger audience than it did the previous time.

BADGE 714 ARB RATING FACTS			
City	Time	Badge 714 Rating	Competition and Ratings
Cincinnati	Mon. 9:30	22.7	Studio One 21.8 Sports Roundup; Pat Harmon 11.5
Dayton	Mon. 9:30	25.8	Studio One 20.9
Denver	Sun. 7:00	21.2	Victory At Sea 12.5 Loretta Young 11.4 Break The Bank 10.8
Memphis	Sun. 9:30	34.1	What's My Line 19.4
Minn.-St. Paul	Mon. 8:30	24.0	Studio One 18.9 Spotlighting Sports 0.8
Portland, Ore.	Mon. 7:00	36.6	Studio One 19.3
Rochester, N. Y.	Sun. 7:00	26.1	Paul Winchell 22.6
Salt Lake City	Tues. 9:30	50.0	Godfrey and Friends 21.5
San Francisco	Wed. 9:00	26.7	NBC Kraft Theatre 22.5 Liberace 13.7
Seattle-Tacoma	Fri. 9:30	29.5	Our Miss Brooks 18.9 TV Soundstage 8.1 Movietime 2.5
Syracuse	Sun. 6:00	21.4	My Favorite Husband 5.0
Wichita	Sun. 6:00	36.8	Life With Father 17.9

All data latest available from ARB as of June, 1954.

Here Is A Choice Selection Of Other NBC FILM DIVISION Successful Re-Runs:

DANGEROUS ASSIGNMENT

Outrates such time period competition as "Blue Ribbon Bouts" in Dallas-Ft. Worth, "Voice of Firestone" in San Francisco.

VICTORY AT SEA

Won larger audiences in syndication than it did originally on network run in such markets as New York, Chicago, Philadelphia.

CAPTURED

Lifted time slot ratings for such stations as WAAM, WWJ-TV, WDAF-TV, KTTV, WOR-TV, WFIL-TV, KING-TV.

THE VISITOR

Collects well over-the-average shares of audience in such highly competitive markets as Chicago, Portland, Phoenix, Salt Lake City.





What makes a newspaper great?



Sherry Feinberg still can't believe it. In a breathless four-day tour of Washington, D.C., she and five other Upper Midwest teen-agers interviewed the Vice President of the United States, two Senators, Foreign Operations Administration Director Harold Stassen, various high officials of the State and Agriculture departments and a brace of Congressmen. In their spare time they managed to take in the Supreme Court, the Washington Monument, a major-league baseball game, countless milkshakes and a Gilbert and Sullivan operetta.

The six excited junketeers were winners in the Minneapolis Star's 1954 World Affairs program—a year-

long quiz on current happenings and events in this complicated 20th Century world. Last spring, 18,000 Upper Midwest highschoolers (out of 90,000 weekly participants) took a qualifying test to prove their knowledge of world affairs. Star pupils went on to the final quiz contest in Minneapolis to compete for the Washington trip and other prizes.

The winners, who had answered an average of 1,012 questions apiece on global problems, were ready with questions of their own when they got to the capital. Some queries which even had foreign affairs experts digging for answers: "Why does the United States continue its refusal to recognize Red China?" "What savings can be made in the nation's budget without reducing or eliminating essential services?" "In view of the Russian armed might, what do you think of the 'long haul' concept in foreign policy?"

The kids listened attentively as State department officials discussed European and Far Eastern affairs. Congressmen, explaining the reciprocal trade bill, gasped at the teenagers' quick understanding of complex problems and policies. Their

ability to grasp the most involved ideas and to spot the slightest loophole in a legislator's argument, earned kudos from their Washington hosts. "Keen as a whip," in the terminology of one simile-mangling solon.

The Minneapolis Star's Program of Information on World Affairs injects enthusiasm into learning for thousands of school children, their friends and their families, has won admiration and plaudits from educators and civic officials all over the country. Such stimulation of global awareness through fresh, lively editorial features is just one more example of the way the Minneapolis Star and Tribune have entered the lives and fostered the interests of the largest audience of newspaper readers in the Upper Midwest.

Minneapolis

Star and Tribune
EVENING MORNING & SUNDAY

620,000 SUNDAY • 485,000 DAILY

JOHN COWLES, President

SALES MANAGEMENT

COMMENT

Look Who Cheer For Reuther!

No doubt many sales executives, attending the kick-off luncheon of the 22nd year of the Sales Executives Club of New York, were startled by the spontaneous enthusiasm and endurance of their applause for the comments of Walter Reuther, president, Congress of Industrial Organizations, and president, United Automobile, Aircraft and Agricultural Implement Workers, CIO.

"Peace and freedom," said Reuther, "can be made secure only when we learn to achieve greater abundance, then have the wisdom and good sense to distribute that abundance. That's why the job that you people in the sales field are doing is important."

This is labor's top level reminder that products can be made, but we have not yet been able to assure people in and outside of sales of our ability to distribute all of our production. For example, the steel ingot rate is running at 65% to 70% capacity whereas, for most of the years immediately following World War II, it ran at almost 100% of capacity.

"We have divided up scarcity in certain aspects of our economy so long," said Reuther, "that we are frightened with the great possibility and profits of abundance. In wartime, when the tools of abundance that science and technology have given us are geared to the needs of war, the destruction of life, we open the floodgates and we turn on the green light and we put everybody to work—every able-bodied man and woman is put on the job and then we pull the grandfathers and grandmothers out of retirement and put them in the factory.

"But," continued Reuther, "when we get into the question of peace-making the good things of life for people in peacetime—we get frightened. I believe that neither peace nor freedom can be made secure in our kind of world so long as we try to divide up economic scarcity."

Reuther did not imply, or intend to imply, that American business is cartelized and that business deliberately seeks to restrict the development of markets. But he did mean to point out that many of us, without recognizing it, fear the right to produce all we can. The obligation of all of us in marketing is to see that the production is sold.

What we need, said Reuther, is "freedom from the fear of abundance."

Who'll Pay for 35-Hour Week?

Last January, in Pittsburgh, a speaker's prediction of the 35-hour week, with overtime pay for hours in excess, for factory workers, drew smiles from an audience of sales executives. Frankly, they didn't believe it.

Now the American Federation of Labor, meeting in Los Angeles for its annual convention, has officially proposed the 35-hour week.

The demand for the 35-hour week is a reflection of the belief that industry now can afford to pay the equivalent of 40 hours of work for 35 hours, the sharp fall-off in overtime must be made up in take-home pay, and, during full-scale competition not everyone can be fully employed.

Ad punch helps put 5-year-old company among industry leaders

When Norman and Herbert Bloom started Shields Inc. in late 1949, they were convinced there was a profitable mass market for a new line of men's cuff links and tie clasps.

Today Shields is one of the largest firms in the men's jewelry industry. At peak periods, over 1,100 people are employed in its Attleboro, Mass., factory. A sales staff of 46 services more than 15,000 active accounts, including most leading department stores.

From the first, advertising has been a major factor in Shields' rapid rise. And its major advertising medium has been The New York Times Magazine.

In 1950, Shields advertised in only one consumer magazine, The New York Times Magazine. Since then, *The Times Magazine has carried more than five times as much Shields advertising as all other magazines combined.*

"Our pulling power always has been stronger from The New York Times than from any other publication on our schedule," says Charles Goldschmidt, vice president of Daniel & Charles, Shields' advertising agency.

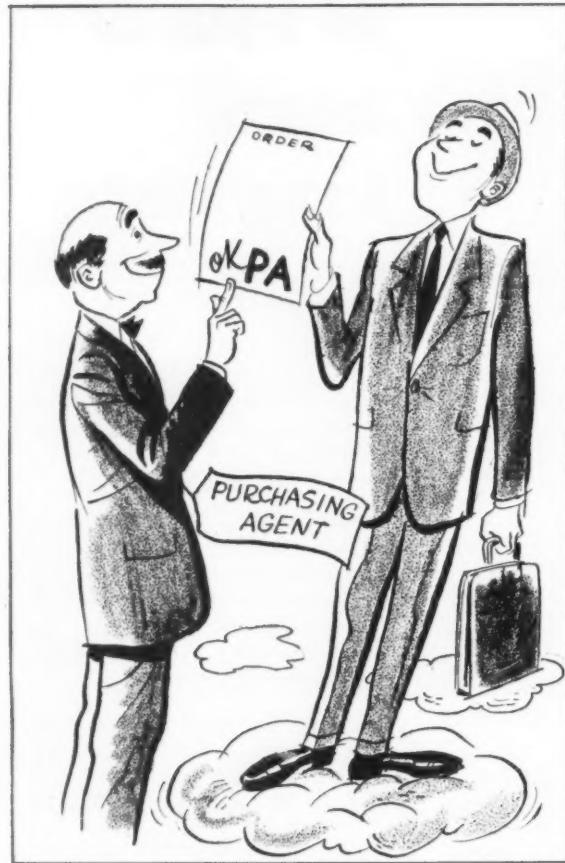
"That's why we have scheduled one of our biggest campaigns for the 1954-55 season . . . in The Times Magazine."

New product or veteran, advertising in The New York Times consistently stimulates buying action which makes more sales. That's why advertisers have made The New York Times first in advertising in the world's first market for 35 years.

The New York Times

NEW YORK, BOSTON, CHICAGO, DETROIT, LOS ANGELES, MIAMI, SAN FRANCISCO, TORONTO

Is your Salesman Getting...



A BOOST... or "THE BOOT"?

How often have you heard a salesman complain, "I sold the idea, but their Purchasing Agent gave the order to a competitor."

It's a very common, a very sad story. But it has a simple moral: *You've got to sell the Purchasing Agent, too.* You've got to sell the PA on *your* product and on *your* company.

Advertising can help you do the job. That's why so many leading industrial advertisers use PURCHASING Magazine. Read regularly by the men responsible for 85% of industry's buying, PURCHASING gives you the largest available coverage of industrial PAs.

If you sell an industrial product . . .
put PURCHASING power behind it!

PURCHASING MAGAZINE

205 East 42nd Street, New York 17, N.Y.

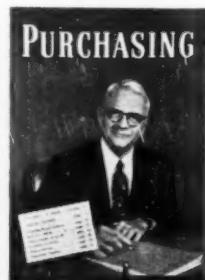
The basic magazine on any industrial advertising schedule!

A CONOVER - MAST PUBLICATION

NBP

ABC

BPA



SALES MANAGEMENT

The ability of industry to pay the same wages for work performed in 35 hours now performed in 40 hours, rests largely upon the productiveness of the sales management. Obviously, in order to produce the necessary income, the production must be sold and must be sold at prices that will permit payment for five hours not worked. Labor, naturally, feels that it is asking for its rightful share of the increased productivity of industry. And, of course, labor can point to the fact that many offices operate on a 35-hour work week.

If it comes, the 35-hour work week will not come overnight, nor will it come necessarily by government fiat. From now on you will be hearing a lot about the shorter work week.

Time For Trust-Busting?

The scene is being set, we suspect, for public clamor later on for some vigorous trust-busting. We know from our history books that the public associates the formation of trusts with Republican national administrations. The great wave of mergers by large companies, and by smaller companies, is bound to arouse questions in the minds of the public and may lead to formal investigations, if the public is not satisfied that the mergers are in their interest, too. This will be particularly true as long as retail prices remain what the public believes to be relatively high, while take-home pay for some factory workers has dropped off, and farm income has declined.

There are obvious advantages to companies now merging, and for some companies, merger is the only hope of profitable survival now that tough competition is everywhere.

If you are concerned with the effect of mergers on the business climate, you will be interested in "Meet Judge Barnes, Trust-Buster," commencing on page 108 of this issue. The man who President Eisenhower appointed to head the Antitrust Division, Department of Justice, is no pushover. The New Dealers, whom Barnes succeeded have been fooled by his performance to date. Some businessmen, like one Cabinet member, may be surprised, too, by Barnes' conception of his duty in office.

Best Salesman of the Month

One of your tested devices to stimulate sales has been picked up by radio broadcasting stations and you have a selfish interest in its successful use. The device: "Best Radio Salesman of the Month."

TV has superseded radio as the glamour medium. Now radio broadcasters find it necessary to develop the day-in-and-day-out kind of selling which has made all other basic mediums profitable for users as well as for themselves.

The Broadcast Advertising Bureau's first "Best Radio Salesman of the Month" turns out to be a sales manager, James F. Hastings, of WHDL of Olean, N.Y. BAB, with 850 members, chose Jim Hastings on the basis of 1) imagination used, 2) obstacles overcome, and 3) the amount of air time involved.

Jim Hastings demonstrated his creativeness by selling a radio parts wholesaler and nine retailers on a campaign to awaken radio listeners to the need to repair their radios.

Congratulations to Jim Hastings for his personal achievement and to BAB for an aggressive drive to dramatize selling in the radio broadcasting industry.

Your
Biggest
Advertising
Buy in the
Executive
Field

*The
Golden
Anniversary
Issue of
The Rotarian*

FEBRUARY, 1955

THE ROTARIAN is paid for and read by a hand picked audience of presidents, vice-presidents, corporate officers, owners and titled executives. 81% are executives in industrial and commercial firms . . . 19% are in the professions.

In their firms, 90% of these men have the authority to buy, specify or approve purchases of material, equipment, supplies and services. They buy for business, home and community.

Current Circulation

312,618 ABC

June 30, 1954

plus

25% BONUS CIRCULATION
at no increase in rates.

This Golden Anniversary issue, February 1955, is one that will be read from cover to cover . . . kept . . . and referred to often. It is today's biggest advertising buy in the executive field.

New audience survey now available.

*Closing dates: Covers, December 10,
Inside pages, December 25.*

The
Rotarian

1600 RIDGE AVENUE, EVANSTON, ILLINOIS
274 MADISON AVENUE, NEW YORK 16, N. Y.
200 SOUTH MIAMI AVE., MIAMI 30, FLORIDA

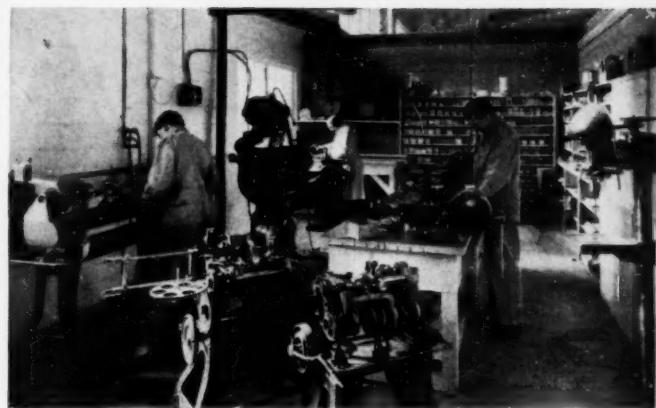
FOOD PLANTS



BUY ALMOST



EVERYTHING



THEY BUILD, THEY REPAIR, THEY MAINTAIN — and, to do so last year, food plants bought \$28,236,000 worth of metal sheet and bar stock, \$8,692,000 worth of paints, \$2,872,000 worth of welding and cutting equipment, and—well, there's an idea of market size. And food plants buy almost everything. Ask us for figures on your product.

... get your teeth into this market

You're running a candy factory. You've just poured out a slab of that crunchy peanut-caramel stuff as long as your front sidewalk and about as wide. To cut it down to ten-cent size, you can seize a butcher knife and struggle against time as the slab cools board-hard. Or, visualizing the 48-foot slab as just so much plywood, you can buy a portable power saw, and . . .

★ ★ ★

. . . and, as we've been saying, food plants buy almost *everything*. But the \$7,285,000 they spent last year for hand and power tools wasn't all for fudge-cutting. Like all manufacturers, food plants build and repair and maintain. They buy what all manufacturers buy. They buy more than most—spending 20 billion dollars a year. (For a few sample millions, see photos.)

What's *your* product? Pipe and tube or paper towels? Refrigerants or roofing? Bearings?

Boxes? Name it. They buy it. And they buy more each year. For food manufacturing *must* grow as the population grows. And it's *growing*—nearly 3 million more mouths a year!

★ ★ ★

Our research department has a lot of market figures—mostly nice and fresh—on many products. Probably *yours*. We'll be happy to go over them with you, if you don't mind an occasional aside, *sotto voce*, such as: FOOD ENGINEERING has the most subscribers. Or, the men who buy vote FE tops in *every* industry-wide readership poll. Or, FE carries *far* more advertising than other food-industry-wide magazines. Or, many advertisers who want inquiries say FE out-pulls all the others.

Check into the food industry. You'll find a good, big market . . . and a first-rate magazine to bring you the benefits of good advertising.

food's hot . . . one of your
hottest industrial markets



A McGRAW-HILL PUBLICATION, 330 WEST 42ND STREET, NEW YORK 36, N. Y.

**FOOD
ENGINEERING**

READ BY THE MEN WHO BUY THE PRODUCTS TO RUN THE PLANTS THAT FEED THE WORLD
Plants producing Baked Goods • Beer, Wine • Milk, Milk Products • Meat, Fish, Poultry • Processed Fruits, Vegetables • Grain Products • Confections • Sugar • Soft Drinks • and all other Processed Foods



More corn on one row than used to grow on two—that's better farming!

America's farmers are doing the best job in the world. Within a single generation, they have multiplied production per acre and per man to almost unbelievable proportions.

Yes, our farmers are *good*—but they ought to be *better!*

As the editors of *Country Gentleman* point out in explaining why we're changing our name to *Better Farming*:

"Today the top farmers of this country are producing *twice* as much per *man*, *twice* as much per *acre*, living *twice* as well, giving *twice* as much to the *church*, buying *twice* as many *dishwashers* and *tractors*, having *twice* as much *fun* as the average American farmer."

There ought to be—and can be—more of these top farmers on more farms. *Country Gentleman* is making this its challenge and opportunity.

All of our editorial force is being directed toward this goal: To help every farmer do a better job on *his* farm . . . and to help him translate the rewards of *better farming* into *better farm living*.

Better farming will produce better customers for the products advertised in our magazine—products which help make better farming and better farm living a reality.

So, with the January issue, the name and aim of *Country Gentleman* become one—*Better Farming*.

Starting in January—Country Gentleman is changing its name to

Better Farming

A Curtis publication

SALES MANAGEMENT

Only One Business Cloud

Since the end of World War II, the professional analysts and economists have had a sorry record. Bob Whitney, president of NSE, claims that they have been 82% wrong. Certain it is that you could have made money consistently by following them in reverse.

They were very bearish last year and for the first few months of this year. SALES MANAGEMENT editors, not economists, took the opposite tack—that there wouldn't be a depression, that any recession would be shallow and shortlived.

Will the economists at long last be correct in their current predictions? As the *New York Herald Tribune* points out, "One and all, they say things look good. Search though you may, you can't seem to find an analyst or an economist these days who's worried. Puzzled, yes; but worried, no."

The same Bob Whitney quoted above told members of the Sales Executives Club of Chicago the other day, "It is impossible to have a depression today." He bases this assertion not on any analysis of what the economists say, but after visiting and speaking with more than 15,000 business leaders over a 60,000-mile circuit.

He went on to say, "The motor industry alone is producing a continuing demand for more and better bridges

and highways which must produce more jobs . . . About 50% of the houses in this country are 30 years old or older, and 54% are owned by the families living in them. This produces a tremendous market for building and home furnishings . . . Inventories of manufacturers, wholesalers and retailers have reached such a low that the average consumer today finds himself in a position where the proper choice of goods has become most difficult . . . We know that savings of the average man are at an all-time high. The prospects of a market with possible shortages will undoubtedly bring out not only this money, but also the money being brought into the market by the better methods of sales training, advertising, merchandising and all of the factors that have continued to give us a high standard of living in spite of the prediction of most economists for the past two years."

It may be too optimistic to talk about possible shortages, but there does seem to be a pretty uniform increase in manufacturers' new orders. A recent survey by *The Wall Street Journal* among 50 representative companies shows that 40 have had a recent pickup of at least seasonal proportions, and that for about 25 the order rise is more than seasonal.

So perhaps there will be a continuing favorable trend—but this cynical observer wishes that the economists wouldn't be so all-fired optimistic!

MORE LOCAL ADVERTISING

In his Chicago talk Whitney pointed out that 1954 results would not fall very short of the 1953 level because of "more salesmen training, use of more visual aids, inventory controls through automatic and new electronic equipment, decentralized sales management, increased advertising especially at the local level."

We pointed out before—and it's worth repeating—that businessmen may have stopped this recession from getting out of bounds because this was one time when they didn't panic, when they didn't cut down on selling and advertising expenses.

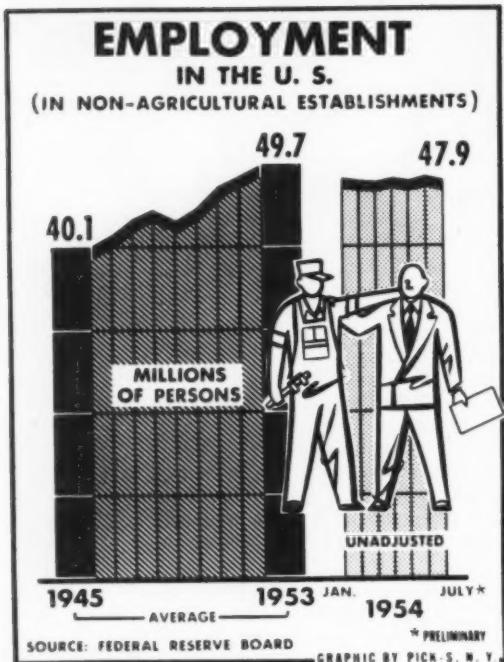
Most of the advertising mediums have had a good year, and local advertising has been impressively strong. Records compiled by the Bureau of Advertising of the American Newspaper Publishers Association show that national advertisers bought more space during the first six months of 1954 than ever before in history; measured against 1953, the gain for the first half was 3%. The new six-month record reflected heavier use of newspapers by national advertisers in every major classification . . . There was also increased usage of radio and TV spot advertising. Measurements of N. C. Rorabaugh Co. for eight typical food and drug items show that expenditures for spot TV in the first quarter of 1954 were more than double those of the third quarter of 1953 and up one-

third over last year's big fourth quarter . . . Records don't show whether increases in local media were primarily the result of increased advertising by old advertisers or starts by new advertisers—but it's at least interesting to note that in the fountain pen field an audit by the Advertising Checking Bureau shows average size of fountain pen advertisements as 120 lines in 1952, 154 lines in 1953 and 180 lines in 1954.

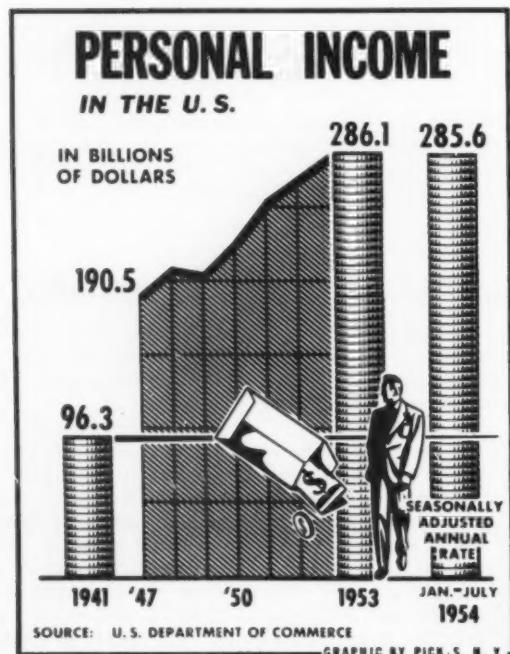
CAN WHOLESALERS BE JUNKED?

In a Magnavox advertisement in the September 13 issue of *Time*, Frank Freimann, president, poses and answers a question, "Do you really get maximum value buying at a discount?"

He comes out frankly on the subject of price, points out that owners of Magnavox television and radio phonographs know there's only one price—the lowest price. "Magnavox is 'fair-traded'—the only television brand sold under the legal agreements provided by the McGuire Act which prohibits a dealer from engaging in unfair trade practices." He goes on to argue that this benefits the consumer, that Magnavox instruments are sold from the factory directly through franchised dealers



With almost as many employed (96% +) as in the nation's banner year, and personal income substantially the same, the balance of 1954 should be good for those who don't panic and run to cover because sales don't come as easily as in the lush period.



—“merchants who were painstakingly chosen for their integrity and ability to serve you. The factory guarantee of this fine product is backed by the dealer's ability and eagerness to give you complete satisfaction.”

Then he makes a statement with which many businessmen will disagree. He says, “Magnavox is your best value—regardless of discounts you can obtain on other brands. This is so because of lower distribution costs and greater engineering and manufacturing efficiency. *By bypassing the jobbers and the extra margin of selling cost to which such wholesalers are entitled, your cost is substantially less.*”

Your editor is always a bit skeptical of broad statements about “eliminating the middleman.” It's true that middlemen must exact a profit in order to stay in business, but they earn that profit by performing a function—and it's certainly arguable that (1) the function isn't eliminated when the manufacturer bypasses the wholesaler and (2) the wholesaler may perform the function more efficiently and more economically (even after including his profit) than the manufacturer who takes over the selling and warehousing functions of the wholesaler.

If you're puzzled about the real place of the wholesaler in our economy, you might write to subscriber Joe Nadler, v-p sales, Binswanger & Co., Richmond 12, Va., and ask him for copies of his series of letters to dealers on distribution policy. These letters deal frankly with today's vital distribution problems, such as manufacturers who set up dealers as wholesalers, and wholesalers who sell dealers but also solicit business from the customers of dealers. Speaking of his specialty, the building materials field, he says, “The manufacturer, the wholesaler, the retailer—each serves a distinct purpose in the production and distribution of goods. If any of these assumes the functions of the other, he also assumes the costs, and these must be passed on to the consumer.”

Under Frank Freimann's direction the Magnavox Corp. is successful—but we very much doubt that he has found a “formula” which could be followed by industry.

SHIFTS IN PUBLIC TASTE

Americans have been spending as much in retail stores this year as they spent in 1953, but the money has been going out in different directions. The broad pattern shows slightly less money being spent for necessities, more for leisure hours. Biggest increase over last year has gone to gasoline service stations, while slight declines have been registered for general merchandise, apparel, furniture, appliances, lumber and hardware.

The makers of outboard motors, for example, are having their biggest year—about 20% greater than 1953. The 1954 buyers are laying out an average of \$243 per motor, and over 21% of motors sold this year will pack more than 12 horsepower compared with 1949's 4%.

The changes in the slicing of the consumer dollar emphasize the importance of constant study of consumer tastes and motivations. The consumer is in the saddle and riding hard. The wise manufacturer will give consumers what they want in kind, quality and price.

PHILIP SALISBURY
Editor

SALES MANAGEMENT



Those who keep records find that AVIATION AGE outpulls all other aviation magazines in worthwhile sales leads.

He's Getting Sales Results...Are You?

Together with more than 300 other AVIATION AGE advertisers, this man is getting visible results from his advertising . . . more sales leads, nine times out of ten, than from all other aviation magazines combined.

In the past 12 months, AVIATION AGE relayed to manufacturers more than 90,000 inquiries from *technical-management* men in all fields of aviation . . . 90,000 requests for help . . . 90,000 opportunities to land a contract.

If your advertising is already reaching the more than 30,000 *technical-management* readers of AVIATION AGE, ask your sales department to show you their record of

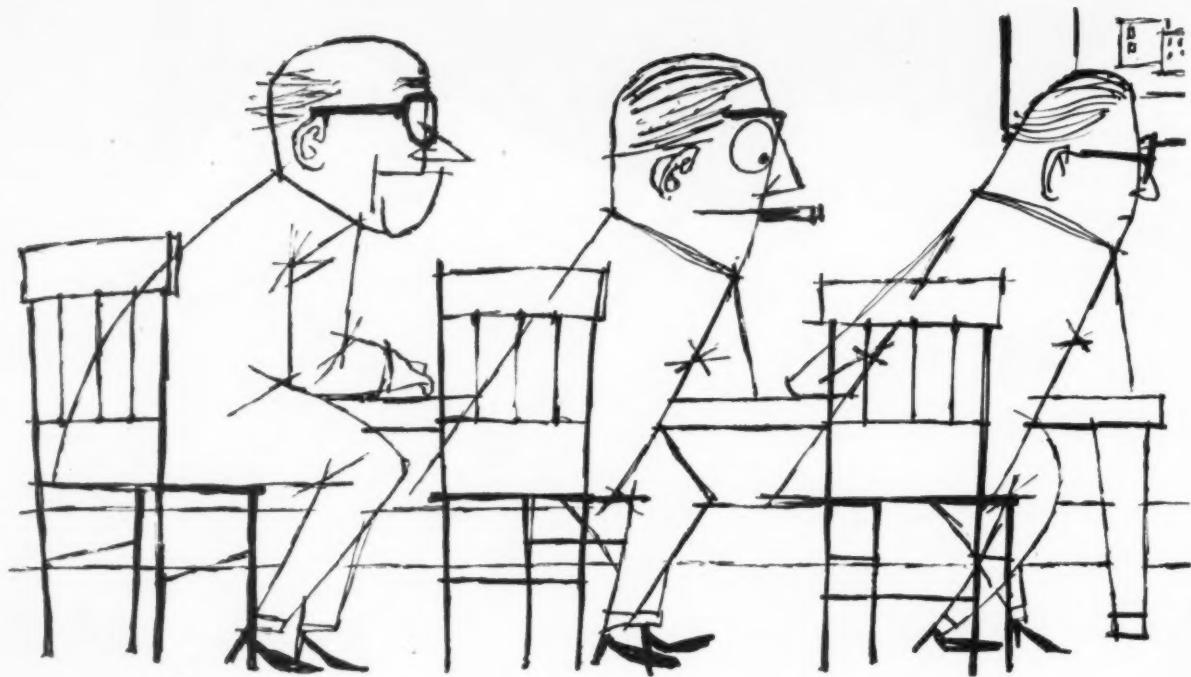
inquiries produced. If you are not now in AVIATION AGE, call your local AVIATION AGE representative. He'll be glad to show you the results your competitor is getting from AVIATION AGE.

To get *results* in the aviation market, tell your product story in AVIATION AGE . . .

*The magazine of
Aviation's Technical Management*

A CONOVER-MAST PUBLICATION
205 EAST 42ND STREET
NEW YORK 17, N.Y.





We'll Buy from Salesman With These

BY NORMAN I. SCHAFLER • President, Consolidated Diesel Electrical Corp.*

We had just finished lunch—Dave Lavker, our director of purchasing, three of his buyers, and myself. Over coffee, we began talking about the army of salesmen we'd met during the past 11 years. We ended up by making lists of just what each of us looks for in a salesman.

What surprised me were the number of "extras" each of us saw fit to add. We came up with a baker's dozen qualities we would like to see, but seldom find, in one salesman:

1. We seldom meet a salesman who voluntarily helps us with our catalog files. Like 99% of such files, ours has a bad habit of accumulating obsolete data. And our employes have a bad habit of appropriating catalogs and hoarding them in their desks. We once knew a salesman who made periodic checks of the files on his particular product to remove the obsolete, replace the borrowed, and add the new. We'd like to meet him again.

2. New products are as important as new catalog sheets, but many salesmen fail to give us the complete story on new items their company has added to the line. Why? Because they feel that the item is of no interest to us. We are interested in anything and everything new. It helps us keep abreast. It just might be that we could use the new product or new idea.

3. We'd like the salesman's help as well as his product, and for this reason we approve of the salesman who in-

vites us to attend trade shows, make plant visits. We don't worry that our buyers will become too familiar or show favoritism. We hand-picked them for integrity, and we're willing to bet on it.

4. Loyalty is a key word these days, and we go for the man who is loyal to his company. In other words, don't tell us your boss is a louse. We might agree, but we do not believe that an employe should discuss it with a potential customer.

5. We approve of a salesman who knows how to stay put when he gets inside our offices without placing his feet on the furniture or his eyes on the private correspondence on our desks. Of course, if we do get what seems to be a confidential telephone call, we appreciate the salesman who leaves without being nudged.

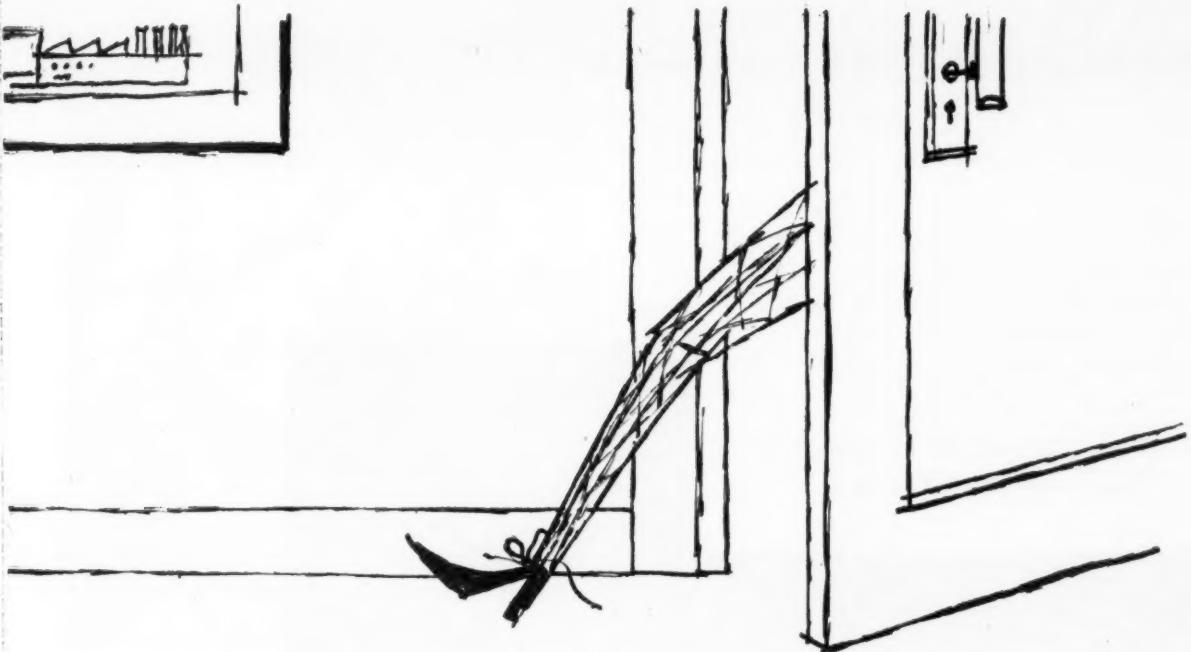
6. We cleave to a salesman who talks business rather than personal problems. Business is *not* telling us that Aunt Doris just died and didn't leave part of the estate to the salesman. It's also not apple-polishing the foremen or trying to date one of the secretaries.

7. We are busy men. Therefore, we find appealing the unusual salesman who asks us the best time of the day and week to call, and then appears regularly.

8. We favor a salesman who puts it in writing—whether he's answering a question or confirming a conversation. Our files, unlike our memories, are permanent.

9. We often meet salesmen who know how to make

*Stamford, Conn.



13 Qualities

promises. We seldom meet salesmen who know how to break them. If something goes wrong, above all, don't wait to tell us about it. Nothing irks a company more than to expect material and find, at the last minute, that there's been a sudden delay or slip-up. Give us the bad news early enough to do something about it.

10. We look forward to the visit from the salesman who asks to be shown how we use his products. Perhaps he can suggest ways to improve the product application or method of use, thus cutting our cost or improving our design.

11. We respect and look for the salesman who knows his product. By this we do not mean "where to find it in the catalog." We mean complete knowledge of how the product is made, what it can do, what it can't do, and how it shapes up against competitive products. Also, we expect the salesman to make competitive comparisons on the basis of sound technical information. Knocking the competitor for the sake of talking does not go, and frequently backfires.

12. We admire courage, tenacity, and strength of purpose in a salesman; we do not admire the desire or ability to chisel. Our own policy is to drive the hardest possible bargain . . . honestly. We recognize that a supplier must make a dollar if he is to stay in business, and we try to allow him to make that dollar. We do hit the ceiling, though, when we learn that we have been paying list prices for an item, when we should have been receiving a full discount. Salesmen who do this to us just never get a second chance.

13. Last, let's get back to the whole shimmering

realm of integrity. We want salesmen who have it—toward us, toward their companies, toward themselves. Salesmen who visit us sometimes see, hear and realize facts of a confidential business nature. We couldn't avoid this even if we wanted to, but we can ask the salesman to respect our hospitality and keep things to himself.

Of course, there's always the salesman who twists the coin the other way and comes bursting into our offices with "hot" information on a "secret project" he has just heard about over at company X. He's taking the first swift step toward the "freeze," because we, and almost every other company, know that if a salesman talks about someone else, he will turn around and talk to someone else about us.

The End

The Author . . .

. . . Norm Schafer, heads a company that entered the farm implement field 11 years ago in Bridgeport, Conn. He soon developed additional business in the assembly and manufacture of electrical generator equipment. This year Schafer landed a \$23 million contract with the U. S. Air Force. Since he took the helm in 1950, Consolidated has become a major producer in the ground service industry for the aircraft field. The company has jumped from a gross of \$1 million in 1950 to \$10 million in fiscal '54.

THEY'RE IN THE NEWS

BY HARRY WOODWARD

From Doughnuts To Matches: The Transition's Exciting



Diamond's up to something big . . .



. . . not a mutter from Mauter.

Keep your eye on The Diamond Match Co., N. Y. . . . Within the past few weeks it created a new title—marketing manager—and appointed a serious-minded U. of North Carolina grad, William J. Mauter, to man it. Within the next few months the company, according to dark hints emanating from New York City headquarters, will make a startling product announcement: The excitement at Diamond is at such a pitch Bill Mauter is on fire with it, but he's keeping his counsel. . . . Until he came over to Diamond he was coordinating the \$6 million (for 1953) advertising budget of Quality Bakers of America, Inc. And before that he'd been one of New York's bright young ad men. (He was Paris & Pearl's executive on the A & P account.) He thinks his background for the new post is as right as a safety match: "I've been in just about every phase of marketing," he says, "package development, merchandising and advertising." But this is the first time he's had the chance to develop the job or to get in on the ground floor of a company taking off in a new direction. During the war Bill was skipper of an LST; he can keep a secret. But he looks as if he's going to bust in the effort of keeping Diamond's. So time will tell.



Carstensen scans . . .

The Small Newspaper's Friend Gets a New Executive . . .

Fairchild Camera and Instrument Corp., Syosset, L.I., N.Y., has named Howard A. Carstensen as its district manager for Scan-A-Graver sales and service in 11 western states and British Columbia. For a lesser man this would sound like having to push a peanut with your nose from Washington to Baltimore: To Carstensen, who grew up in sales and service with Remington-Rand Inc. and Westinghouse X-Ray before he joined Fairchild in '50, it's a breeze. A man of almost unbounded energy, he's also a slight fanatic about the product he sells. For the Scan-A-Graver is the small newspaper's best friend. Introduced in '40, the product has gone right along revolutionizing such publications. It's a machine which produces half-tones electronically on plastic. Until Scan-A-Graver came along, small newspapers used few illustrations because of expense. This machine means they can do their own engraving at low cost, quickly and without a skilled operator. Carstensen, born and raised on the West Coast, gets an enormous boot of seeing little western newspapers, which once looked like the *Congressional Record*, blossom forth with illustrations.

The Face Is New; The Sales Technique's Well-Known

Out in Chicago, National Can Corp. has a brand new team in a brand new Executive Department. The first half of the team is Andrew M. Toft, who's been v-p of the company. He'll be the production man. And the second half is the new aspect: His name, Allen C. Staley, Jr.; his responsibility, sales—right where he wants it. As his dowry he brings the company 25 years of varied experience in the can and canning industries. Until now he's been assistant general manager, sales, for National's rival, American Can Co. There, for 17 years, except for a tour of duty as a lieutenant in the Navy Supply Corps, he's been active in sales management in all three of its divisions. This Staley man looks like a football player (which he was, at Purdue) and is something of a "joiner." He's a former director of the Forty-Niners, a member of the steering committee of the Old Guard Society—clubs of the industry. A plain and fancy type sailor, he belongs to several yacht clubs. But if you pin him down he'll admit his heart lies in curling. And *curling* is not a hairdresser's vocation: It's a game—and it requires some good Scottish heft!



Staley runs sales interference . . .

Hot Competition: It's the Mother of Product Improvement

Said a wise man: "Thank your lucky stars for your competition. It forces you to do so many things that are good for you." Perhaps you think your product is the last word in style and efficiency...that you've given it everything you have. But see what the refrigerator folks have done—at the very high noon of product development—to make an excellent product even better.



EASIER STORAGE for frozen juices is a newsworthy feature of the 1954 Frigidaire. Rack built into food freezer compartment dispenses cans quickly and conveniently. Section of the rack slides out for maximum convenience in can removal. This rack holds nine cans of juice. Fifteen-cubic-foot model has full-length doors, with shelves that pull out full depth.

LOOK MOM, NO TRAYS! Servel's automatic ice-maker turns out an ample supply of ice-cubes without trays. Starts, stops, refills all by itself. Actually, the units are not cubes, but half-moon shapes, and they don't stick together because the mechanism dries them before releasing them into the basket. Servel reports that in sizes where customers have a choice, three out of five select the automatic ice-maker model. Ice-cubes-without-trays advantage is strongly featured in full color advertising in Life, the Saturday Evening Post, Collier's, Time, Better Homes and Gardens, McCall's, Successful Farming and Sunset magazines.



"DECORATOR" MODELS, refrigerators with fabric-covered door panels, were pioneered by International Harvester Co. Two of the 1953 models were thus "femineered," as IH puts it. All of the 1954 line, except one freezer chest, offer this type of finish at no extra charge if the customer wants it. Volume in fabric models is still low, but idea is newsworthy, often stops traffic on retail floor.



Consider the refrigerator: Market saturation is over 90%. If sales volume is to be sustained, the customer must be offered something new, something different, something better. Refrigerator designers, far from having exhausted their imaginations, are still coming up with fresh new sales appeals.



TWO-WAY DOOR: Philco engineers came up with something even cautious folks call "revolutionary": a door you can open from either the right or the left. Double-exposure photograph shows how the door operates. A V-type handle is connected with a double-hinge device which permits opening on one side while tightly locking the hinges on the other. Sales plus: if family moves, model will fit in any kitchen layout.



The new model idea: It's one of the great motive forces in the American economy. Ownership of products with a current dateline is a source of pride to most Americans . . . a device for outdoing the Joneses. Sometimes ideas for product improvement come as sheer inspiration. More often they develop from research at the consumer level and careful analysis of consumer criticism.



ONE CONTROL, no defrosting, proper balance between temperature and humidity. Norge salesmen are making much of these mechanical advantages in their "Customatic" models. To its "Compensator" mechanism and to a shortening of the line to four models, management credits its sharp increase in 1954 sales: 186% higher than for the same period in 1953.

PUSH BUTTON ICE WATER (left): Crosley's '54 Shelvador has a beverage container built into the door. Put the glass into the slot, press the bar, and out comes ice water, or beer, or cola . . . or, we presume, Martinis. List price with this feature is approximately \$500, a price bracket in which dealers normally expect only about 3% of sales. But this model now accounts for nearly 17% of Crosley refrigerator volume.

UPSIDE DOWN? (right): Admiral says you use main storage facilities of refrigerator nine or 10 times as often as the freezer section. New model has freezer chest at the bottom.

Adventures in Shopping— Some of the Dallas Discount Houses

BY THE SALES MANAGEMENT STAFF

If we are witnessing a retail revolution, how will it affect manufacturers? Shortened margins? More costly display rooms? Fewer retail outlets? It is a situation that can't be ignored forever. In Dallas it approaches the danger stage.

Since SM started, several months back, to shop discount houses around the country, and to report experiences, there have been several noticeable trends:

1. More discount houses springing up every day.

2. More "legitimate" retailers cutting prices in order to survive the discount house competition.

3. More and more costly services being assumed by some of the discount houses, including larger display and salesrooms, servicing, credit.

Where's it going to end?

One large "legitimate" retailer in the New York area told SM he was tired of being the sucker—tired of maintaining large, well-displayed stocks which consumers would examine, jot down number, size, price, and then trot off to a non-displaying discount house. "What's going to happen? I'll tell you. The retailers who display and render service are going to disappear, and the manufacturers will have to set up costly display rooms of their own in all the metropolitan cities of the country."

. . . Maybe.

On the one hand, discount houses are proving that markups need not be as high as most retailers demand, if turnover is speeded up; on the other, their success spawns imitators, and with more competition they are being forced to greatly increase their overhead.

What seems most likely to happen is that the least efficient and/or highest-overhead "legitimate" stores will pass out—all but the isolated exceptions which cater only to a wealthy trade—and that the remainder will

operate under sharply lowered gross margins. In general, the public will demand—and will receive—less in the way of services. If the product has to be repaired, the job will be done by the householder himself or by an independent repair shop. Fewer and fewer retailers will maintain service and repair departments, or even accept items for repair or for forwarding to the factory under the warranty.

And more and more of the necessary financing will be handled by outside financing companies, less by the stores.

With less servicing and less credit to be charged against their overhead, the stores can and will meet the discount house competition.

If these assumptions are reasonably correct, there will be in the fairly immediate future very few stores known as "discount houses"; they will be just another type of rather general store dealing mainly in consumer durables, and competing, but not primarily on a price basis,

with the new version of the "legitimate" store, as well as with each other.

In this installment we go back to Texas (our first discussion of discounting in Texas was in SM, Apr. 1, p. 42, "Our Tottering Retail 'List' Prices" by Eugene Whitmore), partly because it's such a well-authenticated, well-rounded story, partly because it's another and convincing answer to those who hope they can "answer" the discount house problem by saying, "Oh yes, we know there are discount houses in New York and Chicago, but in the real 'heart' of America everybody pays full retail list prices."

We're proud of the reporting-investigating-checking job done by our correspondent, Mary K. Pirie. Her reporting is that of a trained, competent writer-investigator (and retail store copywriter), her conclusions and recommendations are largely motivated by her position as a woman consumer whose reactions you might well multiply some umpteen-million times.

22. The Dallas Discount House Story Dallas, Texas

Tucked away in an air-conditioned office building only a block from Titche-Goettinger Co., one of Dallas' biggest department stores, a thriving retail business masquerades as "whole sale."

A few steps inside the entrance of the Mercantile Commerce Building, Commerce Street near St. Paul, a severely plain glass door opens off the

main floor lobby. Lettered "Sterling Wholesale Jewelers, Diamond Importers," the door reveals merely a large display of luggage, minus advertising or price signs.

Thus far the atmosphere is convincingly wholesale. But go through the door and around a corner—and you find yourself in a bustling, attractive retail store. Under plate glass

counters gleam eye-catching displays of Gruen, Bulova, Benrus, Elgin and Longines watches, each in the manufacturer's box; a glittering profusion of costume and diamond jewelry. There are Community and 1847 Rogers Bros. Silver Plate, Schick and Remington electric shavers, Sessions and Seth Thomas electric clocks, Parker and Sheaffer pen and pencil sets. There are plenty of nationally advertised small electrical appliances, including G-E and Sunbeam. One corner is given to Revere Ware. That's just a cross section of Sterling's merchandise.

I wasn't allowed time to observe all this on my first visit to Sterling's. I was quickly approached by a suave young salesman. "Pardon me, do you have a member's card?"

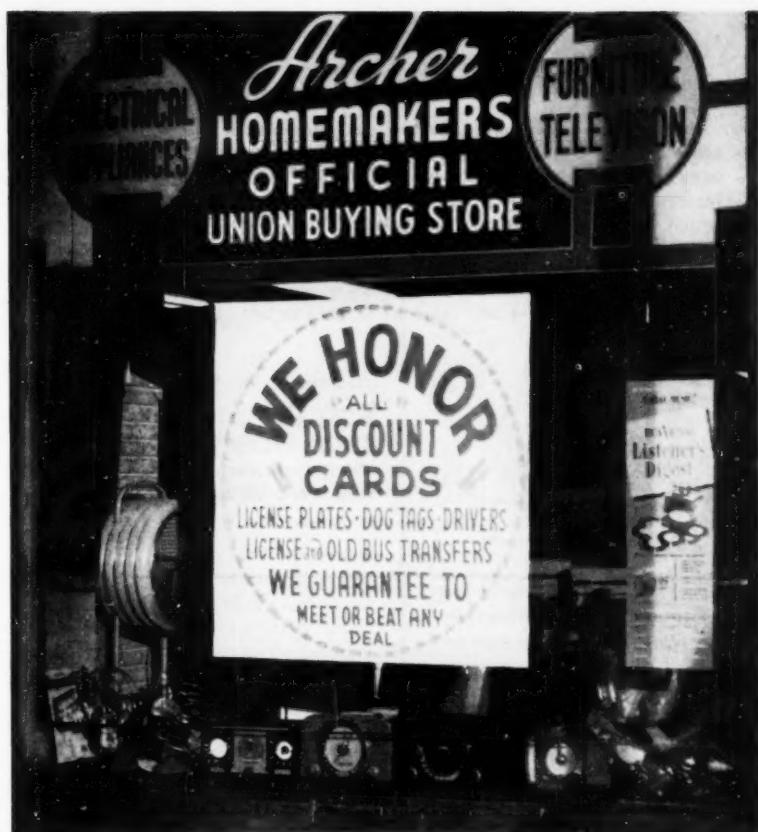
I confessed my lack, cast a longing glance at the counters and asked, "What is necessary to get a card?"

"Well, it's according to the line of business you're in." He was rather vague about membership requirements, but politely firm in giving me the bum's rush as a non-member. When I inquired, "Can't I even look without a card?" he replied, "You'll find the very same merchandise in the retail stores." His tone conveyed dismissal.

Back on the sidewalk, I remembered a small retailer from whom I buy merchandise non-competitive with Sterling's. Perhaps he had a friend there. He did—and made a telephone call to introduce me. Fifteen minutes after being shown the door at Sterling Wholesale Jewelers, I was registering as a new "member." My line of work? "Writer," I answered frankly—and was forthwith handed a card entitling me to "wholesale" prices. No matter how often one shops at Sterling's, the card must be shown each time.

Remarking that "my family needs a lot of things, and I've been told you have bargains here," I began my first tour of the store. On subsequent occasions, I have found it fairly easy to examine the merchandise closely, because Sterling's sales staff usually is busy. Throughout the one-floor store space customers—mostly young married or engaged couples and young housewives—shop eagerly. All are unmistakably "retail." Sterling's sales-clerks (around eight) know their merchandise, are well-mannered and energetic.

One of them asked whether I'd like a Sterling catalog. When I said yes, he handed me an $8\frac{1}{2} \times 11$ " book of 48 pages, well-illustrated. The front cover is headed "Timely Promotional Gifts." On turning the



IT DOESN'T HAPPEN TO BE DALLAS but could be anywhere: "Member cards" are sometimes demanded at discount houses, but almost always they are a come-on. Archer Home Makers, (Stanley J. Cywinski, prop.), 4359 Archer Avenue, Chicago, Ill., gives them a ribbing. Show us a discount card, he says—or an old bus transfer will do!

pages one learns that this catalog "is distributed to merchants, manufacturers, wholesalers, institutions, organizations, associations, unions, industrial and commercial concerns" . . . "to supply their merchandise needs for resale, contest prizes, premiums, incentive awards, presentations, personnel needs, gifts."

Each listing shows two prices: "retail" or "suggested retail," and "member's" or "wholesale" price, the latter coded by omitting decimal point and dollar sign, and substituting the letter "S". Thus, the 4-qt. Presto Cooker, model no. 604, is priced as,

"\$971 . . . Retail \$12.95."

Does Sterling really sell at lower prices than Dallas' "legitimate" retail stores? To find out, I shopped and compared, even bought some Sterling merchandise. For instance, my family needed a new skillet—and Revere Ware, with *Good Housekeeping's* Guarantee Seal, looked good. The Sterling catalog had a full page of Revere Ware, I checked prices against those of the A. Harris & Co. department store. Where pieces or sizes were not duplicates, an exact price comparison wasn't possible. Here are some which did match:

A. Harris' price	Sterling's "member's" or actual price	Sterling's "retail" price
Revere Ware 3-qt. saucepan	\$6.75	\$5.06
Revere Ware 2-qt. double boiler	9.50	7.12
Revere Ware 7-pc. starter set (identical pieces at both stores)	14.95	11.21
Revere Ware 11-pc. starter set (identical pieces at both stores)	39.95	29.95
		39.95

Try an Experiment on This Page

Try a simple experiment. Assume that you consider this page to have some lasting interest. You want to file it. Tear it out along the scored edge . . . Easy, wasn't it? If you don't realize fully how easy and satisfactory it was, try tearing out pages from any side-stitched magazine which is not so scored at the edges.

It's an experiment with us, too. It adds considerably to our production costs and we shall consider it worth-while only if a substantial number of subscribers will take the trouble to tell us that they appreciate the innovation.

So it's up to you.

Philip Salisbury
Editor, SALES MANAGEMENT
386 Fourth Avenue
New York 16, N.Y.

When I asked, "Is this all 1954 merchandise?" the Sterling salesman answered, "Yes, indeed. We sell this Revere Ware so fast it never has a chance to get old." Judging by the brisk buying apparently going on most of the time, I would say that might apply to most of Sterling's merchandise.

My skillet (8-in. size, covered, \$4.46 at Sterling's) was given to me in the manufacturer's sealed carton. When I reached home I found inside the skillet the manufacturer's advertising and instruction material, and a free sample of "Samae" for cleaning copper and stainless steel.

Texas (along with Vermont, Missouri and the District of Columbia) has no Fair Trade Act. So it is not surprising to find that the merchandise of leading proponents and mil-

tant enforcers of Fair Trade is slashed along with the others.

On smaller electrical appliances made by General Electric Co., Sunbeam Corp. and some other nationally known manufacturers, the discount houses have started a price war in Dallas. In this merchandise classification I compared the prices of Allied Wholesale Jewelers (a concern similar to Sterling but requiring no "membership" card) with those of Sanger Bros. and Titche's. These two department stores evidently have determined to hold their ground by undercutting the price-cutters. At Titche's a "price war" table held nationally advertised electrical appliances, each piece displaying, prominently, the regular or list price, and the "now" price—which always undercut Allied's. For instance:

	List Price	Now, at Titche's	Allied's Price
G-E automatic travel iron	\$12.50	\$7.85	\$8.95
G-E automatic toaster	21.95	14.25	15.95
Sunbeam Mixmaster	45.75	28.55	32.50
G-E portable mixer	18.95	12.39	13.95
G-E steam or dry iron	17.95	11.35	12.50
Sunbeam automatic cooker and deep fryer	31.50	20.75	21.95
Universal Coffeematic (8-cup)	24.50	15.49	17.50
G-E sandwich grill and waffle iron	22.50	14.75	15.95
Sunbeam automatic waffle baker	28.75	18.15	19.95
Sunbeam automatic coffee-master	36.95	24.50	25.95

List prices were shown in Allied's advertising circular as "advertised price," with "Allied's price" always printed beneath in boldface.

Most of these items I later found at Sanger's, their selling prices the same as Titche's, or just a few cents lower or higher. Sanger's makes it a regular policy to meet any competitor's price on anything. When I showed the saleswoman an article priced lower in Allied's circular she said, "We'll meet their price. Nobody's going to undersell us—that's a cinch."

On these price-war items the department stores offered their regular charge and delivery services. Titche's offered no lay-aways or budget (extended credit) terms; Sanger's offered both. The discount houses run no charge accounts, but do give lay-away service. On request, Allied promised to deliver large articles free, "if you don't live too far out."

Sanger's and Titche's hadn't gotten around to meeting discount house competition on a number of items—probably couldn't afford the cuts. On the 4-qt. Presto "Cook-Master," Sanger's ticket read \$12.95, the manufacturer's list price (though the saleswoman offered to meet Allied's circular price of \$9.71). Titche's price was \$12.95.

Allied's advertising circular and display counters show 1847 Rogers Bros. Silver Plate, 52-pc. set for 8, in anti-tarnish chest—or 52-pc. Community set, in chest—for \$47.85 as against the manufacturer's list price of \$79.75 offered at Titche's and Sanger's. Patterns are the same, quality appears identical. Sterling's catalog and counters, offer the 1847 Rogers Bros. Silver Plate, 52-pc. set for \$47.85.

On Carvel Hall's set of 6 steak knives, Vogue design, in chest, Sanger's showed the manufacturer's list price of \$19.50, as it did on Carvel Hall's Vogue carving set, in chest. On both items Sterling's price was \$12.95 and Allied's, \$12.50.

Schick Shavers I shopped at Skillern's, a local drug store chain usually offering low prices. On Schick's "20" Skillern's showed the manufacturer's list price of \$26.50, as against Sterling's \$17.23 and Allied's \$16.50. Schick's "55," \$28.75 at Skillern's (manufacturer's list price), was \$18.68 at Sterling, \$18.50 at Allied. The shavers appeared identical in quality and finish (as was always the case when I compared merchandise at a discount house and at regular retail stores.) Schick Shavers are featured in Sterling's catalog.

So, too, are Sheaffer and Parker

What makes a salesman a top producer?

... and how can you develop more of your salesmen to the top producer level?

2000 companies now employ Research Institute's new method for developing in salesmen that certain "something" that top producers have that enables them to get so much more business than salesmen who lack the "X" factors.

This new approach to sales development is different from anything you have ever seen. For the first time in history a triple A-I independent research organization with a 5 million dollar research budget has explored the vital "X" factors of selling that enable some salesmen to get so much more business than others.

Five years of research went into the development of this plan, plus a penetrating study of the pooled experience of more than 30,000 *Research Institute* member companies. Years spent in testing thousands of salesmen served not only to isolate the "X" factors of successful selling, but pointed the way to a new "whole man" concept of developing these highly desirable sales attributes in men who have not come by the "X" factors naturally.

salesmen like the plan and USE it

This is much more than a sales training program. It develops the salesman — develops the "whole man" — gives him self-confidence, engenders high enthusiasm and the ability to think creatively. It creates a feeling of importance to society; develops the right attitude toward company, job and customer.

Obviously we can't make a star salesman out of every man you have. But, superimposed upon your own training with respect to your product, the *Institute* program employs the power of the "third party" influence to develop the desirable traits that the immediate superior in a salesman's own company sometimes finds so difficult to instill.

This is a solid, adult approach to developing salesmen. It's neither abstract and theoretical, nor is it shot-in-the-arm "stimulator" stuff that soon wears off.

it's easy to find out how well this will work for you

Half an hour with our representative should do it. Regardless of any decision you make you will get enough good sales ideas to repay you many times over for the time you take to see how other sales executives use our plan to make more of their men top producers.

We urge you to fill in and mail the coupon. We'll work out a meeting date convenient to you.

a few of the 2000 companies now profiting by sales membership in Research Institute

Archer Daniels Midland Co.
Armstrong Furnace Company
Central Motor Lines
Coca Cola Bottling, Los Angeles
Crown Zellerbach Corp.
A. B. Dick Co.
Friden Calculating Machine Co., Inc.
General Bronze Corp.
Greenwood Mills, Inc.
Chas. R. Hadley Co.
Maxwell House Div.—
General Foods Corp.
San Francisco Examiner
A. O. Smith Corp.
U.S. Steel
Union Oil Co. of California
Western Air Lines, Inc.
Wrought Washer Mfg. Co.



FREE—analysis on how to sell against price competition

This typical R.I.A. sales analysis on the subject of ways salesmen can cope with price-cutting competition explains how to take price discussion in stride; how to build up value; how to put price and value in a perspective that is favorable to you. It includes a fascinating card trick that dramatizes the relationship of value to price.

The analysis takes an honest look at price in relation to value; points out specific ways to increase your business in spite of increasing price resistance. It demonstrates strategies that top salesmen find effective.

More than two dozen tried and proved methods are presented in simple, understandable form so that any salesman can understand them, see how they will fit his own sales situations and put them to work on his very next call to get business for you; business that he would surely lose if he did not know how to handle price competition!

A copy is yours for the asking.



Research Institute of America

SELLING AND MERCHANDISING DIVISION

Department 10

589 Fifth Ave., N. Y. 17, N. Y. • Plaza 5-8900

Please send me the free sample sales analysis, "PRICE or VALUE, which looks bigger?"

I'd like to hear more about how other companies use your new sales development plan to improve sales performance.

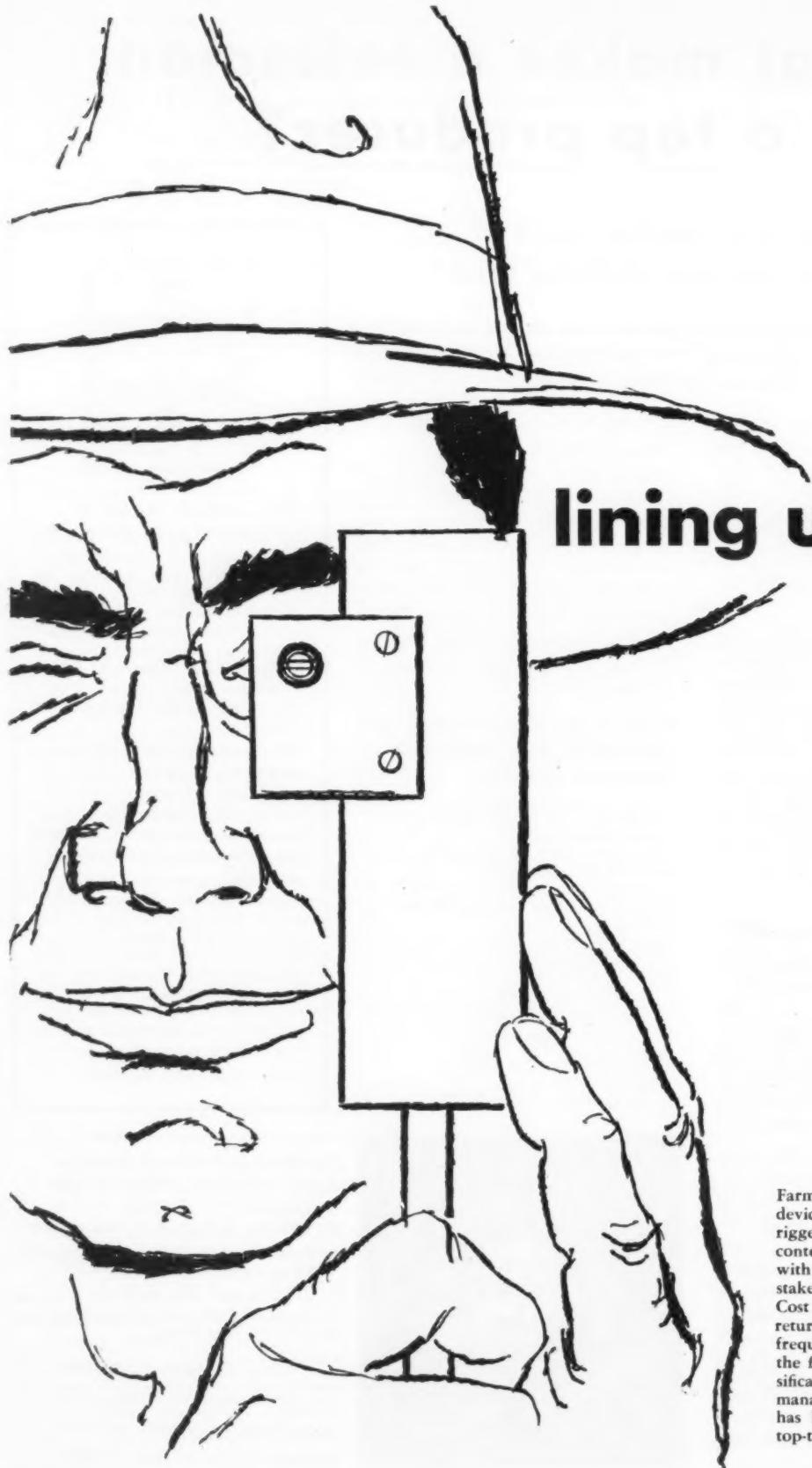
Name _____

Title _____

Company _____

Street Address _____

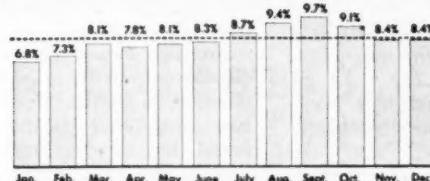
City _____ Zone _____ State _____



lining up big,

Farmers often use a homemade device like this, an ordinary level rigged with a mirror, to lay out contour lines. Ahead is a helper with a target rod, and the line is staked at 50- to 100-foot intervals. Cost of conservation projects is returned quickly in increased yields, frequently amortize the investment the first year. Besides, wide diversification is the basis of sound land management, and a practice that has helped make Pennsylvania a top-third state in farm income.

(Percent Farm Cash Income Received Each Month)



Based on eight-year study of Pennsylvania Farm Income
(Government payments not included)

Advertise in Pennsylvania where it's PAYDAY all year 'round!

steady sales for you in Pennsylvania!

More sales are in sight for you...*steady* sales. Pennsylvania farmers have *more* money to spend — all the time — for the products *you* sell. First, they grow a *bigger* variety of crops than farmers in most states. Secondly, they're quick to adopt modern conservation practices to boost yield. *That keeps the dollars coming in steadily in big volume every month of the year.*

For methods that best suit his operations the Pennsylvania farmer depends on his *home-edited* farm paper — PENNSYLVANIA FARMER. That explains the overwhelming

preference for PENNSYLVANIA FARMER, read by 4 out of 5 Pennsylvania farm families.

As an advertising medium PENNSYLVANIA FARMER has all these advantages — low cost... broad coverage... high readership by families with big, steady incomes. No wonder PENNSYLVANIA FARMER gets advertising action!

Get the full selling story on PENNSYLVANIA FARMER and two similar publications in similar markets, THE OHIO FARMER and MICHIGAN FARMER. Write T1013, Cleveland 14, Ohio.



THE OHIO FARMER
Cleveland, Ohio
MICHIGAN FARMER
East Lansing, Michigan



Harrisburg, Pennsylvania

pens and pencils. For instance, Sterling's catalog shows:

Sheaffer's Statesman pen with Snorkel \$10.12 ("retail price" \$13.50).

Sheaffer's Clipper pen with Snorkel \$12.37 ("retail price" \$16.50).

Parker's "21" pen and pencil set \$6.57 ("retail price" \$8.75).

After examining Sterling's merchandise I shopped two department stores. One had:

Sheaffer's Statesman pen, Snorkel point \$13.50.

Sheaffer's Clipper pen, Snorkel point \$16.50.

At the second department store, the clerk couldn't find the Statesman, but had:

Sheaffer's Clipper pen, Snorkel point \$16.50.

Parker's "21" pen and pencil set \$8.75.

Notice that in each case where I found the same pen, or set, the department store's price corresponded to Sterling's "suggested retail." Merchandise appeared identical—though on the department store items I couldn't find manufacturer's model number. If merchandise is to be sold through sharply varying types of retail outlets, to protect retail customers manufacturers should place model number as prominently as possible on each item—and educate retailer sales-clerks to answer customers' questions about model numbers. In department stores I usually was told, "We don't sell by model number." Sometimes, the manufacturer's model number appeared to have been pasted, originally, to the article, then partially torn off in the department store—probably to make it difficult for consumers to "shop" in the department store and *buy* at the discount house.

The Manufacturer's Warranty

If space allowed, I could quote price comparisons in favor of Sterling and Allied discount houses on a number of other nationally advertised products. What if merchandise proves defective? Sterling says that everything is guaranteed both by the manufacturers and Sterling Wholesale Jewelers. And I have no doubt that any manufacturer's guarantee would be upheld regardless of place of purchase. "We honor our merchandise," I was told when I telephoned local service divisions of General Electric, Sunbeam and Ansco (Ansco Div., General Aniline & Film Corp.), telling them that I planned to buy at Sterling or Allied.

One said: "We realize, of course, that you're getting a discount. But the penalty of that discount is that you have to pay cash, and the discount house gives you no pickup service—we don't penalize the merchandise."

Sterling has a good-size camera department, with a well-informed salesman in charge. Shopping Dallas' two downtown camera stores, I found few of Sterling's makes or models. However, Sterling does carry Eastman's Kodak Duaflex III, at \$11.95 with Kodet lens, \$18 with Kodar lens—as against \$14.95 and \$22.50 at one of the camera stores. This, Sterling's only Eastman, was not shown in the catalog though an Ansco Commander was.

Chaos in the Watch Trade

Sterling had imposing arrays of nationally advertised watches, each at an apparently drastic discount from "retail;" but their actual values proved difficult to determine. Though I shopped several jewelers, I rarely found a watch in Sterling's exact model anywhere else. Why? The manager of one jewelry store, competitive with Sterling, hazarded: "They're probably carrying manufacturers' discontinued models. They can afford to offer these watches at low retail prices because they bought very cheap, for a high markup." Mr. Duffield Smith, manager of Dallas' Better Business Bureau told me: "I have authoritatively-based information that the national watch manufacturers sometimes make 'premium' or 'promotional' watches to sell at considerably less than their regular merchandise. These watches look exactly like others of the same brand name. The difference can be detected only by opening up each watch and examining the works—and then, only if you are an expert."

Dallas retailing of nationally known, popular-price watches appears to be in a fairly chaotic state. At one retail jeweler's (of "bargain" type) a senior salesman told me: "You seem to be seriously interested in buying a watch. Well, I'm not supposed to do this—but I'll give you 20% off on *any* watch in the store." His stock included Bulova, Lord and Lady Elgin, Benrus, Gruen, Longines and Longines-Wittnauer. List price had been placed on each watch by the manufacturer.

At two other popular-price jewelry stores I was offered no such inducement to buy. But one jewelry store's

"going out of business" sale had Hamiltons, Elgins and Bulovas at 40% to 60% off list prices.

To complete my confusion about popular-price watches, a man connected with an exclusive, high-price jewelry store remarked: "Some of the less expensive makes of watches are advertised by their manufacturers at a certain price, with the definite expectation that the retailer will sell at a considerable discount. The retailer would *like* to sell at the advertised price, but he knows he probably won't."

The more I "shopped" watches in Dallas, the less certain I felt about anything—and the less confidence I felt in the reliability of many watches established in my mind by national advertising. Prices seemed too erratic, and there appeared to be too much chance of buying an inferior watch under a famous brand name. Should I have to replace my veteran wrist watch, I'll probably strain my budget to buy one of the costlier makes. Certainly I'll buy only from a long-established, "quality" retail jeweler, doing business under the retail banner.

Well-Informed Salesmen

Obviously, there are many who do not share my misgivings. Watch buying seemed brisk at Sterling's. In justice to this discount store I must say that their watch salesmen answered my questions frankly. Noticing that the catalog designated many watch cases as merely "white or yellow," I asked what the metal was in such instances. The salesman replied, "It is 14-kt. gold only in our more expensive watches. In others, the case is gold-filled—occasionally the very lowest-price watches are gold-plated, like costume jewelry."

On every class of merchandise Sterling salesmen appeared well-informed, and able to build up the confidence of customers. They were ready with technical information on electrical appliances. One man, designated as the store's camera authority, seemed to be just that. I would rate Sterling salesmanship as equaling the best in Dallas' regular retail stores.

Even harder to price-shop than Sterling's watches are Sterling's diamonds. Much counter space and 5½ pages of the catalog are devoted to diamond jewelry—each piece carrying both Sterling's "wholesale" or "member's" price, and a "suggested retail" usually about twice as high. The catalog includes a page on "Dia-

How "Ditch-Digging" Advertising Helps a Salesman

REG. U. S. PAT. OFF.

- ... get more business with the same effort
- ... hold business with less effort
- ... build a sound foundation for future business

"Ditch-Digging" Advertising is simply a mechanism that helps salesmen get the right story to the right people in the right way at the right times with the right frequency ... at the lowest possible cost.

It takes thought and effort to build that kind of advertising and to make it work — thought and effort on the Sales Manager's part and on the part of his advertising men and agency... working together ...

... FIRST, to find out who are the people - all the people - who specify, buy, or influence the specification and buying of your product. (Your salesmen are calling on some of these people, but can they see all of them? Do they know all of them?)

... SECOND, to find out what makes sense about your product to your prospects. (What are the viewpoints, prejudices, confusions, and needs that might indicate either obstacles

to the purchase of your product, or sound sales approaches?)

... THIRD, to determine how to say what needs saying, to whom, and how often. (What will improve the viewpoints and reduce the prejudices and confusions that stand in the way of gaining your objective?)

... F O U R T H, to select the best tools to use - booklets, magazines, direct mail, catalogs, or any other mechanical means of imparting ideas and information. (What part of the selling job can be done best by which selling tool?)

That's "Ditch-Digging" Advertising. It comes out of the field, not off the cuff. It takes effort, time, money. But it balances inspiration with sweat, providing a maximum of results ... at a lower cost per sale than advertising based on unconfirmed "ideas" alone can produce, except by sheer accident.

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N.Y. • LExington 2-3136

"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY

mond Classifications" and "Grading of Diamonds Illustrated in this Catalog;" but even this impressive technical information can't turn the layman into an expert. To him, diamonds remain merely a mass of sparkle.

Every Sterling item in any merchandise classification carries a price tag showing "retail" price, and "member's" price at about half the amount. I bought a little costume jewelry bracelet. Its tag, and the sales slip, showed both the \$2.30 (including tax) which I paid, and the \$4.60 which, presumably, I'd have paid in

a "retail" store. Now, costume jewelry is almost as difficult to price-shop as diamonds; but judging by current Dallas department store offerings, I'd say my bracelet is worth about \$2.30 —certainly not \$4.60.

Allied's circular shows "retail price" or "advertised price" beside each item — with "Allied's price" usually just a little over half. Every diamond ring shows an "advertised price," though where the ring has been advertised is not stated.

During one of my shopping tours I passed the W. A. Green Co. department store, and saw a window sign announcing the annual "children's pets" show. This reminded me of the many free entertainment features, such as cooking expositions, fashion shows, book reviews, Spanish lessons, kiddies' dance school programs, with which Dallas department stores have lured customers in the last few years. The discount houses offer no "extras," not even a customer's lounge!

Will "service" department stores gradually give way before non-service stores, as has happened in the retail grocery business? I hope not: I'd rather pay a little more for service, though entertainment I can get along without. But as a customer I am even more interested in this question: Do Dallas discount houses actually offer lower prices? Obviously, the two I shopped do offer savings, on some nationally advertised items on which prices can be readily compared. But this leaves a considerable volume of Allied and Sterling merchandise, much of it in the higher-price bracket, the value of which can't possibly be determined by the layman. Now, are the "price leader" savings effected solely by cutting out service and frills, and through high volume? Or, do the discount houses sacrifice on price leaders to get people into their stores — then recoup their losses by selling "mystery" items at fictitious bargains?

One thing is certain: the "whole-sale" label is a blind. Customers are everyday, retail shoppers. Dun &

Bradstreet lists Allied Wholesale Jewelry as "retail," Sterling as "whole-sale." According to my information, Sterling owns, or did own, a few small-town jewelry stores which it may use as a means of buying merchandise and getting the D. & B. "whole-sale" rating.

Yet it seems unlikely that manufacturers are blinded by the "whole-sale" label of Dallas discount houses (though Sterling's "membership" cards and "whole-sale" catalog may give manufacturers and distributors an excuse to look the other way). Are customers blinded by the "whole-sale" label? Probably many are. I myself would hesitate to buy an expensive piece of merchandise such as a watch or a diamond ring, the value of which I couldn't personally determine, from a retail store dubbing itself "whole-sale."

Of course, this article doesn't pretend to survey the entire discount house situation in Dallas. At the Better Business Bureau I was shown a list of over 30 "discount stores" which recently was distributed to employees of a large local firm. It includes stores selling appliances, furniture, plumbing supplies, cameras and camera supplies, drugs, tires, watch repairs and jewelry.

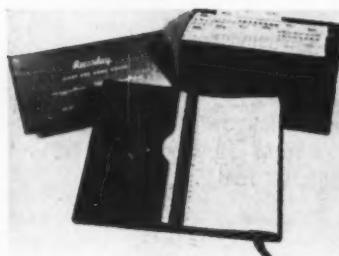
The Better Business Bureau has a notarized statement, dated July 1954, regarding a Dallas "whole-sale" house on this list, Bankers Wholesale Furniture, Inc. This statement is to the effect that inspection of the store's stocks, and comparative shopping of some items, "disclosed that prevailing prices in this store were not whole-sale prices as advertised" . . . but in fact were higher than whole-sale prices as is indicated by the table below.

At another place on the list represented as "whole-sale," a man bought a room air conditioner at \$300, supposedly the whole-sale price, then found the same air conditioner being sold at \$269.95 by all the regular retail stores.

Are we entering an era of "let the buyer beware" merchandising?

The End

The Salesman Who FORGETS Is Soon "Forgotten"



Give Your Salesmen A BETTER MEMORY For Christmas — MORE SALES For 1955

Recorday helps them:

- Organize their time
- Keep appointments • Keep promises
- Work effectively • Follow through
- Remember details • Sell more

A complete 12-Month Memo System and Work Organizer — Designed Especially For Salesmen.

Used By Many Leading Companies.

Send Today for complete 12 month unit on approval, complete details and quantity prices. Satisfaction unconditionally guaranteed.

Recorday Co. Exchange Bldg.

53 State St. Boston 9, Mass.
Please send the following Complete Recorday Units On Approval:

With Russet Calf Case	\$8.50
With Brown Pin Seal	\$6.50

Name _____ Title _____

Country _____

Address _____

City _____ State _____

	Price at Bankers	Wholesale Price
O'Keefe-Merrett stove range	\$153	\$127.85
O'Keefe-Merrett stove range	183	141.05
Englander Airfoam combination	139.50	85.75
Beautyrest	44	38.25
Kroehler 2-pc. sectional sofa (10-K cover grade)	26	about 19.00



"How Ike Lives"

(Starting October 3, 1954)



"Is He the New Red Grange?"

(October 10, 1954)

THE PRESIDENCY. Who doesn't want to know how the world's most powerful man lives? Reporter Bob Considine and photographer Alfred Wagg spent weeks behind the scenes at the White House gathering material for this intimate series.

SPORTS. The nip of autumn awakens our enthusiasm for football. The famed Galloping Ghost tells about the fleet-footed star of the Illini, J. C. Caroline, who has already broken many of Grange's records—and may set more.



"Where Teen-agers Talk Away Their Troubles"

(October 10, 1954)



Pearl S. Buck writes
"No Place to Hide"

(October 10, 1954)

YOUTH. The problems of youth deeply concern us all. Here's how one high school uses an "open-forum" approach to help teen-agers iron out their personal troubles. It's an enlightening document for parents, teachers and teeners.

AUTOBIOGRAPHY. An exciting chapter from the exciting life of an author whose name is a household word. Pearl S. Buck describes how she and her family were caught by Communists in the terrible conflict that has torn China.

ENTHUSIASM moves people...moves products

Editorially, The American Weekly moves in one direction only . . . to meet the enthusiasms of the American family.

We do this in a way that's both modern and entertaining. And we accent our approach with dramatic titles, important by-lines, stimulat-

ing service features, lively pictures, story-telling covers.

By serving the reading enthusiasms of nearly 10 million families each week . . . The American Weekly creates a wonderful climate for its advertisers. The cost is surprisingly low.

The
AMERICAN WEEKLY

63 Vesey Street, New York 7, N.Y.

Beamed to the Enthusiasms of the American Family

To keep pace
with the fastest-growing profession . . .
to better serve
the most influential
group of independent
advisors to business . . .
**THE JOURNAL OF
ACCOUNTANCY** will appear
in a new format
beginning January 1955.
The new "standard" size
JOURNAL will have three
columns and a 7" x 10"
advertising page.
Your 1955 advertisements
directed to public
accountants and corporate
executives will be
easier to prepare . . .
and will appear in a
more attractive surround-
ing in the "new"
JOURNAL OF ACCOUNTANCY

270 Madison Ave., New York 16

Circulation 67,415 A.B.C.

"Lost Sale" Quiz #27

Dejected Dexter

"The Gloom-Peddling Goose"



. . . always looks discouraged when calling after a turndown

HE LOSES SALES BECAUSE . . .

- a) . . . he couldn't get past the receptionist
- b) . . . his prospect doubted the value of his product
- c) . . . he was so discouraged he depressed the prospect

You're right. Dexter (a) never got past the receptionist. She didn't feel his call was important enough to bother her busy boss.

Never let turndowns get you down. And more important, never show it. Turndowns are just part of this selling game. After all, you can't sell everyone on your first call. Always remember that next prospect holds a 50-50 chance of an order. So always step in and favorably impress the receptionist and you'll get that opportunity to also impress her boss.

© 1954 William G. Damroth & Co.

Editor's Note: Sixteen of these sales cartoon quizzes have been bound in a handsome, two-color booklet titled "The Lost Sale." Order your copies now. Prices: \$1.00 per copy up to 11 copies; 80c per copy 12 to 99 copies; 60c per copy 100 or more copies. Send order and check to Sales Management magazine, 386 Fourth Ave., New York 16, N.Y.

Textile-Industry Trends Promise Increased Need for Equipment

Lying ahead is a fundamental change in textile-industry conditions that may affect every supplier to this field.

To explain the situation, a little history is needed. Since 1942, the textile industry has operated on a new high plateau as far as pounds of fiber consumed, activity of machinery, and dollar value of product are concerned. Levels of these three important indicators have been 30 to 50% above levels of the 1920s and 1930s.

Equipment Has Decreased

But over this same period equipment in place has steadily decreased. The individual machines have been operated for longer hours (the industry has swung from two shifts to three) and at higher speeds and greater efficiencies. Without these changes, adequate yarn and fabric supplies could not have been turned out to meet the needs of the rapidly growing population, already 30% over the average of the '20s and '30s and now jumping nearly 2% per year.

How much overcapacity is there now? Low prices and low profits in 1953 were a sign that quantity demand for textiles was being satisfied; yet the average active cotton-system spindle, for example, was run 5,950 hours—the highest operation ever recorded and 82% of absolute maximum. And it is generally conceded that while this high production was under way, inventories of cotton goods and other textiles shrank! There was therefore no sign that overcapacity influenced the 1953 picture appreciably.

And 1954? Low prices and lack of profits have accelerated the reduction in capacity by bringing about the folding of more mills burdened by inefficient machinery, heavy taxes, and high-cost labor. The strong, surviving mills are left in a more healthy state to face the future with less cut-price competition and with constructive plans.

Near End of Cycle

The curtailment in production that has taken place thus far in 1954 should correct the price situation and therefore the profit situation. Such curtailment usually marks the conclusion of the low end of a typical textile cycle. It can lead to a period of scarcity.

Mergers have been in progress. Companies that are already large have been spending millions of dollars to acquire other companies. There could be no better evidence of the inherent confidence that textile management itself feels in the future of its own industry. Also, the concentration of these mergers during this current season suggests that the buyers have become impressed that now is the time to act—that not for a

long time again will desirable mills be available at such attractive price levels.

But the outstanding thing that seems to get too little attention in all this picture is that the population keeps right on growing and installed basic textile-producing equipment keeps right on dwindling, and at a more rapid rate than improved efficiency justifies. To refer to cotton-system spindles in place once more, they have dropped 39% since their peak year, 1925, when spinning capacity was some 133% above the need. And today, allowing for the degree to which the effect of larger population and higher consumption per capita is offset by three-shift operation and increased production per spindle, the most pessimistic calculation places overcapacity at only 7.8%.

Statistics indicate that the situation is similar in the case of looms; also in woolen and worsted spindles. It seems, therefore, safe to assume that the predicament is industry-wide.

Population Growth

Even if the industry should now stop shrinking, the present rate of population growth will bring it to a state of undercapacity within two years. If it continues to shrink (it dropped another 130,000 cotton-type spindles in 1953 and always shows a tendency to let its pendulums swing to extremes) and if there is some unanticipated increase in demand, it can reach undercapacity even earlier.

From now on there will be no big cushion to fall back on as there has been for nearly a century, no starting up of excess and idle equipment, no simple expedient of adding another working shift. In the near future, the industry must expand its capacity in step with the population, with its market, and with its share in consumers' disposable income. Textiles will then—and this could be as early as 1955—become, and remain for a long time, a growing industry.

TEXTILE WORLD is preparing a statistical report on the textile trends referred to above and will be glad to mail it to interested executives, when ready, without charge.



TEXTILE WORLD

330 W. 42nd St., New York 36, N. Y.

PUBLISHER

(Advertisement)



ENGINEERS test for themselves, demonstrate to themselves.

This Sample Kit Is Shakeproof's Best Salesman

More than 26,000 kits carrying assortment of lock washers and fasteners were sent out to industrial prospects in 1953. Inquiries are developed through industrial magazine advertising, direct mail, and salesmen in the field.

How effective is sampling as a marketing procedure?

For Illinois Tool Works' Shakeproof Division, sampling has been a major factor in building the company's volume on lock washers, screws and fasteners. Reason: "We don't sell standard products; all have customer benefits best shown with the products themselves right in the prospect's own laboratory or factory."

Says Raymond M. Wall, advertising manager, "Sampling is one of the best ways we can prove to our customers that we can do the job." This theory was put into effect during the

mid-1920's when the Shakeproof Division was founded.

Professional journals and industrial magazines are used extensively in offering Shakeproof's free sample testing kit of lock washers, screws and nuts. Direct mail is also a most effective means of getting inquiries. Wall explains: "About nine times a year we send out 22,000 pieces of mail to names on our list, enclosing a post-paid inquiry card which shows enlarged pictures of the product being promoted. When the addressee fills in the card and returns it to us, he gets his sample kit immediately."

Results? Good batting average, with an 8% to 10% return on mailings.

A recent mailing card pictured seven different kinds of screws. Thousands of cards came back, bearing names that count in the "Who's Who" of industry: Bell Telephone Laboratories, Inc., General Electric Co., Acme Steel Co., for example.

Even the company salesmen fit into the direct mail picture. Each man carries with him his own file box containing his territory's mailing list. Whenever a change of personnel in a customer operation becomes evident, a new addressograph plate is made, a special card printed and sent to the salesman. This is a continuous job.

Inquiry cards emanating from a salesman's territory are forwarded to him for follow-up at his discretion. "We send him the original, not a copy," Wall explains, "in order to create the proper impression of importance in his own mind." Salesmen, too, encourage their customers to send in for samples, and were responsible for 10,450 inquiries last year.

In 1953, Illinois Tool-Shakeproof mailed out 26,450 free sample kits at considerable expense, a king-size gesture which, nevertheless, paid handsome dividends.

Of this total, direct mail was responsible for bringing in 7,900; publication advertisements, 5,600; Canada Illinois Tools, Ltd., 2,500. In addition were the 10,450 requests generated by salesmen and several thousand from miscellaneous sources.

The offer of the free sample testing kit was made in six technical publications: *Machine Design*, *Product Engineering*, *Design News*, *Automotive Industries*, *Electrical Manufacturing* and *Electronics*. Total pull: 1,180.

The same offer was made in five news-type publications: *Electrical Equipment*, *Industrial Equipment News*, *Metal-Working*, *New Equipment Digest* and *Purchasing News*. This program brought 4,430 requests for samples. All advertising in the foregoing publications was handled through Waldie & Briggs, Inc., Chicago. Two girls in Wall's office spend the better part of each day processing requests for sample kits.

Shakeproof also maintains what it calls "pilot run" sampling. These samples are tailor-made to specifications required by a manufacturer, such as G-E, who might be working on a 1957 model refrigerator. The company makes these special sample parts in sufficient quantity for use in the lab workshop.

The End

almonds
 cake flour
 sugar
 peppermint extract
 food coloring
 canned soup
 curry powder
 dried prunes
 peanut butter
 pineapple juice
 catsup
 walnuts
 graham crackers
 vanilla wafers
 strawberry ice cream
 canned fruit cocktail
 maraschino cherries
 Worcestershire sauce
 barbecue sauce
 quick-cooking oats
 vinegar
 crushed pineapple
 confectioners' sugar
 canned salmon
 cracker crumbs
 cooking chocolate
 smoked ham
 dates
 salt
 pepper
 vanilla extract
 cream of tartar
 canned baked beans
 tabasco sauce
 American cheese
 oranges
 flour
 pineapple tidbits
 baking powder
 shortening
 soda
 corn meal
 brown sugar
 chili powder
 garlic salt
 nutmeg
 caraway seed
 canned chili beans
 tomato juice
 marshmallows
 cream cheese
 chocolate cake mix
 popcorn
 stick candy
 applesauce
 salad dressing

The above items are ingredients in recipes published in one issue of...



Do you think that farmers grow ALL their own groceries?

They don't. True, many farm families put away some dressed beef, pork and poultry in freezers, and freeze or can some vegetables and fruit.

But farmers are in business to make money. Crops such as corn, grains, soybeans, grass, steers and hogs need a lot of processing before they are fit for food. So the farm family depends on the supermarket and the grocery in town.

These SUCCESSFUL FARMING families live well because they can afford to live well. Their average cash income is close to \$10,000. They are top customers for food. And their families are larger, eat more because they work outdoors. They also eat

more at home than the urban families.

These SF families are rebuilding, remodeling, and refurnishing, adding kitchens, bathrooms, central heating, major appliances, new furniture and furnishings; and are prime prospects for anything for their homes.



WITH over 1,300,000 circulation, SUCCESSFUL FARMING represents a bloc of buying power equal to another national suburbia —a market no manufacturer can afford to neglect! For new volume, and to balance national advertising schedules, there is no effective substitute for SUCCESSFUL FARMING.

Any SF office can tell you more!





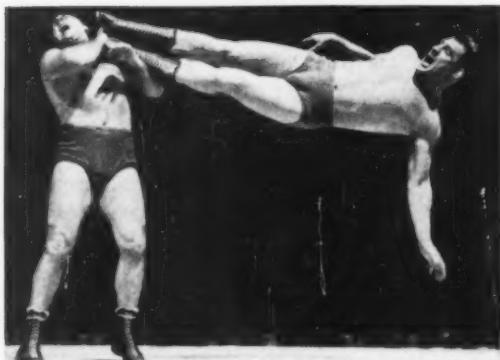
Second Prize, Spot News

"Spy Drama's Tearful End" . . . Mother of Julius Rosenberg, executed for treason, bursts into tears as her son's casket is lowered into grave . . . By Fred Morgan, who put in years with a news service until he came to The News in 1948.



Honorable Mention, Spot News

"Mirror, Mirror on the Wall" . . . Material witness who shielded her face through vice trial, caught in mirror outside courtroom . . . By Tom Gallagher, winner of many photographic competition awards, with The News since 1946.



Second Award, Speedlite Sports

"Drop Kick to the Kisser" . . . Pat O'Connor, New Zealander, opens attack on Angelo Savoldi, from New Jersey . . . By Charles Hoff, who took the memorable picture of the Hindenburg exploding. News cameraman since 1933.



Honorable Mention, Sports

"Swapping Punch Lines" . . . Billy Martin's slide forced Ray Boone to take to the air . . . By Walter Kelleher, with The News since 1927. He has many notable pictures to his credit, and is an excellent writer as well.



6 "Pro" Awards to New York News

Each year in New York, the men who make the pictures for the newspapers pick their best . . . in the New York Press Photographers Association competition. In the 1954 Show, six awards went to News cameramen.

The winning pictures are reproduced on these pages. As a matter of fact, equally good pictures appear in every issue of The News. Pioneer in the visual presentation of news, The News has a larger camera staff, and still spends more effort and expense to get pictures, than any other newspaper in the world.

News pictures are only one attraction that helps this newspaper hold, year after year, the largest circulation of any newspaper in this country. And also help give The News a degree of continuous, page by page, reader interest that gets more visibility and attention for advertising—and makes News space worth far more per agate line and per line rate!

To get the most in the country's best market, there is no substitute for The News.

THE ☐ NEWS

New York's Picture Newspaper

with more than twice the circulation, daily and Sunday, of any other newspaper in America . . .

220 East 42nd St., New York City . . . Tribune Tower, Chicago . . . 155 Montgomery St., San Francisco . . . 1127 Wilshire Blvd., Los Angeles





Honorable Mention, Pictorial

"New York by Night" . . . The Manhattan skyline from Governor's Island, with sentry on guard . . . By George Torrie, Scotsman, who started as a copy boy with The News twenty-one years ago. Has a national reputation for his artistic subjects.



First Award, Feature Class

"Literary Interlude" . . . By David McLane, who saw the situation pictured one noon-time in Bryant Park, as he was returning from an assignment. Self taught photographer, he spent a long term with United Press before joining News camera staff in 1950.





IT GOES IN SALES TOO: "If you can't like your enemies, join 'em."

What Do You Mean— "A Redesigned Bread?"

Problem: Here's a product consumers favor. But fewer and fewer people are buying it. Renon Bakers found out why, changed their ways. **Result:** A brand new market. Results came fast. In a month, sales outran production.

Sales were steadily declining. Yet almost everybody likes French bread. Renon Bakers, San Francisco, were mystified.

Renon executives had some theories, but they wanted to be sure the theories squared with the facts. Some systematic field research revealed their guessing to be pretty close to the truth. They found:

1. That one of America's favorite electric appliances—the toaster—was key factor in the sales slump. The typical "narrow gauge" or "flute form" of French bread, when sliced, wouldn't fit the more or less standard toaster.

2. That housewives were so accustomed to the convenience of buying sliced bread that unsliced loaves

faced substantial sales resistance.

3. That drab obsolescent packaging methods were discouraging impulse sales.

Renon acted on all three points.

After suitable testing, the company changed the dimensions of its French loaf . . . fattened it around the girth to produce a larger slice . . . made size of slice conform to toaster requirements.

Before the toaster-tailored loaf could be put into production, the bakery had to obtain custom-designed pans which would produce the size and shape of loaf they had in mind. Traditional French bread, of course, is baked without pans and therefore the finished product always varies, to some extent, from any theoretical

standard. The pans used are of a "screen" type allowing the heat to reach the dough and form the crunchy crust which is the dominant characteristic of French bread. The formula for the bread remained unchanged. So old customers were not lost in the drive for new ones.

Step two was the adoption of preslicing. Ed Brennan, Renon sales manager, said recently, "People appear to have forgotten how to slice bread. Many do not even possess a good bread knife . . . the kind grandmother prized." Width of slice was determined by that all-important electric toaster.

Final step was improved packaging. Renon realized that the paper bag in which most French bread was going to market did not reveal the tempting appearance of the golden, crusty loaf. The new wrap is cellophane, a variety that "breathes" enough to preserve the crispness of the crust. Around the loaf went a band (see photo) with red and yellow lettering and the words, "Sliced Sour French Bread . . . Toast It for a New Taste Treat."

Why These Prospects

Because Renon figured that the new "toaster loaf" would tap an entirely new market, it held on to the older loaf. The new product was promoted with the idea of reaching new buyers. It was given advertising support on radio, transit cards, and in dealer media.

Response came fast. In one month the demand for the new loaf exceeded production capacity—which had been gauged, the company thought, rather high—and dealers had to be placed on allocation until additional production capacity could be provided.

An interesting sidelight: Volume on the old French loaf during this time remained almost undiminished. "This showed us," said Brennan, "that, as we had hoped, the new loaf is finding a brand new market."

Renon, bakers of French bread for 30 years, originally for the restaurant trade exclusively, several years ago extended distribution through retail outlets. The company makes and sells a wide variety of breads and rolls, but the sourdough type of bread is still its line leader.

Brennan says the San Francisco area served by his firm at one time had one of the highest per capita consumption rates in the nation on "real French bread."

"Maybe history will repeat," he thinks.

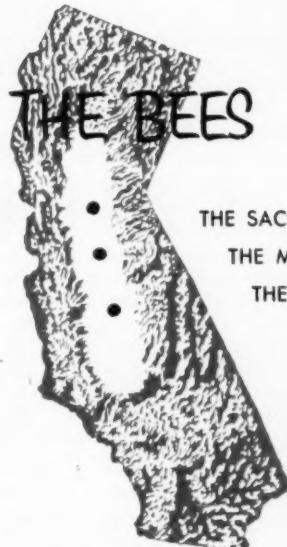
The End

SOMETHING MISSING...



LIKE CALIFORNIA
WITHOUT THE
BILLION DOLLAR VALLEY OF THE BEES

Inland California is a big, self-contained market, isolated from distant coast cities by mountains. Two million people live in this metropolitan market, and they spend over \$2 billion annually at retail. You can't reach them by relying on coast newspapers. To cover them in depth, you need the Valley's strong local papers, the three . . .



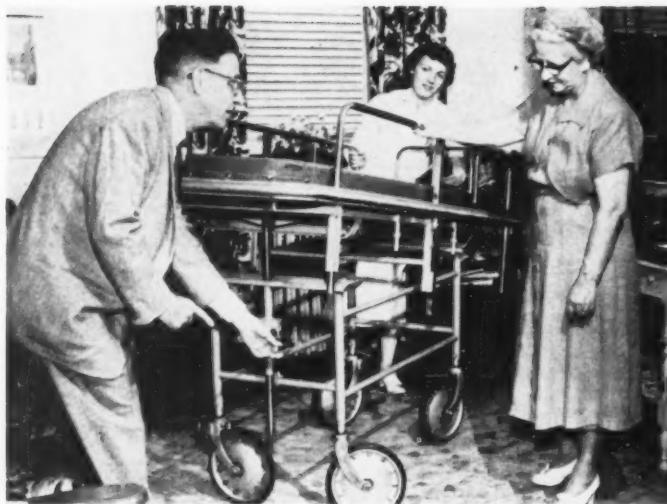
THE SACRAMENTO BEE
THE MODESTO BEE
THE FRESNO BEE



Mc CLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

*Sales Management's 1953 Copyrighted Survey



ONE DEMONSTRATION is worth a Niagara of words. Richard H. Kelly, salesman for Colson, shows how his company's post-anesthesia stretcher can be easily and quickly tilted for patients in shock. Salesmen try to demonstrate to all hospital personnel who can influence the sale. Here his auditors and observers are Mrs. Jean Ralston, superintendent of the recovery room at Ravenswood Hospital, Chicago, and Mrs. Kathleen Nicholson, member of the superintendent's staff.

A \$400 Product for Hospitals: What Kind of Sales Technique?

Colson men concentrate first on the benefits of handling surgical cases in a special "post-anesthesia room." When they win acceptance for this idea, they are ready to talk product. That product: a stretcher. It's basic equipment.

What's a "post-anesthesia stretcher"?

If you don't know, you're in good company.

Says W. C. Shea, assistant sales manager, The Colson Corp., Elyria, O., "Many hospital administrators, even today, five years after the special post-anesthesia care idea was presented, have only a sketchy idea of the concept. Our sales work is therefore predicated on a preliminary educational job."

"Getting the order for our product—a post-anesthesia stretcher listing at about \$400—usually requires these separate steps:

"1. We must explain and sell the idea of a new kind of post-operative care which involves, for the hospital, special space, equipment and organization. We dwell on benefits to hospital and to patients . . . even to patients' relatives.

"2. After this groundwork, we usually have to answer the 'how.' Photographs of efficient post-operative

rooms in other hospitals have been helpful in this connection.

"3. We come to the sale of our own product. Here again photographs are used as selling tools, but we often have a demonstration unit shipped direct to the hospital. Salesmen must be able to present clearly and convincingly the advantages of our stretcher design, both to justify the required investment, and to head off present or potential competition.

"4. Final step is to reach and sell all the people who influence the sale. Buying is seldom a one-person decision."

Although Colson manufactures a line of approximately 8,000 different casters—the bulk of its business—and an extensive line of materials handling equipment, many of its products are designed for hospital use. The idea of designing a post-anesthesia stretcher occurred to Colson executives about five years ago, shortly after a report of a new concept for post-surgical care appeared in medical

and hospital journals. The product now has been redesigned and improved to meet new developments in this phase of hospital operation.

Colson's sales department subscribes to common sense in selling—"Know your field." If the company is to manufacture products for hospitals, and salesmen to talk the language of hospital personnel, education must begin "at home," Shea feels. His firm subscribes to as many medical and hospital journals as do physicians at nearby Elyria Memorial Hospital.

"Constant reading of these journals is an absolute must for a company like ours if we expect to keep up with the day-to-day changes in the profession," he says. "As far as we have been able to determine there is no field of human endeavor in which new kinds of equipment are required as fast as in the medical field."

At Colson, it's a constant race to keep abreast of new developments. When new ideas in patient care and hospital management are reported in professional journals, the wheels at Colson start turning. Engineering, design, production and sales departments hash out the question: "What kind of equipment can we produce to answer this new need?" All ideas are then turned over to the company's research department.



**To sell more where more is sold...
it's FIRST 3 FIRST!**

The 3 compact city and suburban areas of New York, Chicago and Philadelphia—where 18% of all U.S. Retail Sales are made—deserve and reward heavier advertising effort because in these areas the family coverage of General Magazines, Syndicated Sunday

Supplements, Radio and TV thins out. In these most profitable markets *there is no substitute* for FIRST 3 Markets' nearly 2-of-every-3 family coverage.

And, in 6 states, which account for 30% of total U.S. Retail Sales, FIRST 3 delivers 47% average coverage of all families. To make your advertising sell *more* where *more* is sold... it's FIRST 3 FIRST.



The group with the Sunday Punch

FIRST
MARKETS GROUP **3**

Rotogravure • Colorgravure

New York Sunday News
Coloroto Magazine
Chicago Sunday Tribune
Magazine
Philadelphia Sunday Inquirer
"Today" Magazine

New York 17, N. Y. News Building, 220 East 42nd Street, VANDerbilt 6-4894 • Chicago 11, Ill., Tribune Tower, SUperior 7-0043
San Francisco 4, Calif., 155 Montgomery Street, GARfield 1-7946 • Los Angeles 5, Calif., 3460 Wilshire Boulevard, DUNKirk 5-3557



If you have a business friend who really 'rates'... give him a Minox camera... and you've really impressed him with your originality as well as your thoughtfulness. Minox is a fabulous precision camera... hardly bigger than a pocket knife... weighs only 2½ ounces... and takes superb pictures!

No matter what his interest — golf, fishing, boating — or just business, Minox will add immeasurably to his enjoyment. He'll always wear it... he'll always use it.

With leather case and chrome chain \$139.50
Gold plated deluxe model 299.00

Use this handy coupon

KLING PHOTO CORP., Dept. SM-10
235 Fourth Ave., New York 3, N.Y.

Please send me more information about Minox as a business gift.

NAME _____

FIRM _____

ADDRESS _____

CITY _____ ZONE _____ STATE _____

As with the post-anesthesia stretcher many other innovations and improvements in hospital equipment have resulted from Colson's watchfulness of the field. Construction of much equipment, for instance, has switched from angle iron to tubular in line with hospital administration preference. Colson's use of rubber bumper equipment on its hospital trucks stems directly from an article on the cost of repairs to buildings and equipment resulting from carelessly handled trucks.

"The medical and hospital journals are not our only source of information," Shea says. "Our salesmen and distributors have become experts on the hospital field over the years. We've developed and marketed such equipment as wheel chairs, instrument tables, and dish, food-tray and institutional laundry trucks."

Special Show Benefits

A firm believer in trade shows, Colson is represented at almost all of the major national and regional hospital meetings. Stretchers are displayed in an attractive booth and Colson salesmen promote the post-anesthesia concept to any passing hospital official. They also attend lectures and discussions with almost as much interest as the hospital officers themselves. With reports flowing in from these sources, the company likes to feel that it is a "clearing house" for new ideas.

Why a post-anesthesia stretcher? "The great progress in surgery during the last decade, and the fact that more extensive and difficult operations have been attempted, automatically created the need for a better method of post-operative care," Shea explains. "The surgeons and surgical staff must observe their patients frequently. They must control with accuracy the minute-to-minute care of patients emerging from anesthetics."

Colson salesmen are quick to point out four major benefits Colson equipment helps to provide:

1. The anesthesia staff and equipment are more readily available to surgical patients following the operation.
2. Care of surgical patients during the critical post-operative period is improved.
3. Nursing care is concentrated, thus lessening duties of floor nurses. This is important in most hospitals because of the nurse shortage. When a patient, emerging from anesthesia after a major operation, is returned directly to his room or ward, a special

nurse and a variety of equipment are tied up. The post-anesthesia room makes it possible for one specially-trained nurse to care for a number of patients and for special equipment to be concentrated in one place.

4. Friends and relatives of patients are spared anxiety.

For the design of its special stretcher Colson consulted surgeons, anesthetists and nurses. It was found that the stretcher should:

1. Be 80 inches long to comfortably accommodate the tallest patient.

2. Have two adjustable side rails to keep an unconscious patient from falling off, and space between rail uprights to permit the nurse to attend the patient without lowering rails.

3. Have a removable head and foot rail.

4. Have an IV (intravenous) rod from which bottles of plasma, glucose or other medicaments can be hung for intravenous injections. (An extension increases the rod's length to 68 inches.)

5. Have a hinge at one end for crank operation tilting.

6. Have cushion rubber tires and brakes for two casters.

In merchandising the post-anesthesia stretcher, Colson has carried on an extensive campaign to promote post-anesthesia care itself. Shea cites a few examples from the company's sales manual:

50% Do Not Know

"In making an approach to the hospital superintendent or buyer, I use the following: 'I am here to interest you in the construction of a post-anesthesia room.' It is interesting to note that about 50% to 60% of persons contacted express complete ignorance as to what this means, and this opening provides a good opportunity to explain the idea.

"I then present one of the photographs showing a completed room, calling attention to the fact that along the walls are four to six PA stretchers, blood pressure units, oxygen tank and suction pump.

"I then show the buyer another photograph picturing the stretcher ready to receive the patient from the operating table, with one side down. The stretcher is wheeled up to the operating table and casters are locked, making it rigid. The patient is then transferred to the stretcher, the side is put up, and the patient is wheeled into the PA room.

"Now, you see we have the patient in the room under the care of an expert nurse with oxygen and other

emergency aids available. It has been proved by installations already made that one nurse can take care of 10 to 12 stretchers. Of course, there are certain types of operations which require much more attention and an assistant might have to be called in, so that the average might be one nurse for eight patients. You can see what this means in money and labor saving—if each patient were wheeled to his own room, eight nurses would have to be in constant attendance.

"One of the most important factors is this: A patient lifted onto an ordinary stretcher, wheeled to his room, and then removed from the stretcher immediately, sometimes has difficulty because of all this handling right after the operation."

Find Space, Make Sale

This material from the sales manual was prepared by R. S. Jackson, head of Colson's Minneapolis sales office and a specialist in selling the stretcher. Says Jackson: "Many hospital administrators protest that they haven't space to convert into a post-anesthesia room. In every case I have found that this argument can be overcome. On almost every operating floor are doctors' rest rooms which frequently are oversize and usually near the operating rooms. They make ideal PA rooms. As a rule there are smaller rooms down the hall which can be converted into rest rooms."

Colson salesmen and distributors carry their educational program into the fields of design, costs and even public relations. Sales tools include reprints on post-anesthesia care from medical journals, reprints of papers written especially for Colson by administrators of hospitals equipped with post-anesthesia rooms, room plans, and some reference to their cost.

Salesmen also suggest to hospitals constructing PA rooms: "Have small cards printed which will explain to patients that after the operation they will be taken to the post-anesthesia room. Tell them the purpose of this care. We also recommend that you provide another card for relatives and friends with similar information and state that when the patient is brought to his own room he can be visited."

Shea points out that these cards "brief the patient on what to expect when he awakens in a room full of strange apparatus. They help to keep relatives and friends from worrying and solve the problem of keeping visitors away from the patient so that recovery will not be retarded."

How Colgate Keeps Its Packages Simple and Successful



Another case history of successful "packaging by National"

The famous Colgate-Palmolive family of packages stress production-line efficiency, with equal emphasis on visibility, recognition and customer impact at the point of sale.

Precision manufacture for high-speed equipment, dependable supply, and outstanding service, have given National Folding Box the distinction of serving Colgate for more than 25 years.

Do you know the full story of the services National can offer you? Write for information about National's exclusive "Package Audit," used in the development of many successful packaging programs.



NATIONAL Folding Box COMPANY, INC.

SUBSIDIARY OF FEDERAL PAPER BOARD COMPANY, INC.

SALES OFFICES: CHRYSLER BUILDING, NEW YORK 17, N.Y.; NEW HAVEN, CONN.; BOGOTA, N.J.; PALMER, MASS.; STEUBENVILLE, OHIO; VERSAILLES, CONN.; BOSTON, MASS.; PHILADELPHIA, PA.

FOLDING BOX PLANTS: NEW HAVEN, CONN.; BOGOTA, N.J.; PALMER, MASS.; STEUBENVILLE, OHIO; VERSAILLES, CONN.

PAPER BOARD MILLS: BOGOTA, N.J.; NEW HAVEN, MONTVILLE, VERSAILLES, CONN.; READING, PA.; STEUBENVILLE, O.; WHITE HALL, MD.

To move warehouse inventory in the Quad Cities—advertise where 57% of Quad Citians live—in Rock Island, Moline and East Moline.

•

They read these newspapers:

The ROCK ISLAND Argus

The MOLINE Dispatch

THE ALLEN-KLAPP CO. National Representatives

Fort Wayne

BEST
FOR
TEST



1st in midwest in cities of 75,000-150,000.

2nd in nation in same group.

6th in nation for all cities of all size.*

*Sales Management, Nov. 10, 1953

THERE'S A REASON . . .
Valuable cooperation on all test campaigns.

Write for the
"GOLDEN ZONE" MARKET BOOK

FORT WAYNE NEWSPAPERS, INC.

Agent for

The News-Sentinel

and

THE JOURNAL-GAZETTE

Represented by Allen-Klapp Co.
New York — Chicago — Detroit

Time spent in the post-anesthesia room varies from 20 to 30 minutes for minor operations, and from eight to 14 hours for major surgery.

Most new hospitals are built with PA rooms, Shea states. Cost of constructing a post-operative room in a completed hospital, he says, varies with the size of the room and the local wage scale of the building trades. A room accommodating six stretchers he estimates at approximately \$25,000. A room of this kind is about 500 square feet, has tile walls, air conditioning, recessed lighting, soundproofed ceilings, and conductive terrazzo flooring. Colson salesmen have found that most hospitals prefer open rooms so that all patients may be observed at once. Men and women share the rooms. Cubicle curtains are provided if privacy is required. These departments usually have an adjoining utility area with a large sink, bedpan washer, blanket warmer, sterilizer, cabinets for dressings and trays, locked cabinets for narcotics and stimulants, and a refrigerator for blood and plasma.

Educational Campaign

Before selling the idea of special post-anesthesia care to hospitals, Shea and other Colson sales executives had to conduct an educational campaign for the company's sales force. "We traveled around the country meeting with individual salesmen and dealers, sometimes speaking to them in small group meetings," he relates.

"Objective was to instill in them something more than a layman's knowledge of the work of the anesthetist and the care of anesthetized patients. We feel that if a salesman is to be effective, he must have an understanding of the prospective customer's business. Nowhere is this more important, or more difficult, than in selling to hospitals."

"Medical language is not easy to translate and any understanding of it requires a knowledge of the background of the terminology. We feel that our efforts to introduce our sales force to this background are paying dividends."

A knowledge of hospital administration also is important to Colson salesmen, because much of the company's business is based on special work for unique situations. Shea points out that Colson salesmen must be able to go into a hospital and survey a given problem. "In most cases," he says, "our salesmen come up with

an idea for equipment that will cover the situation."

A long-range advertising and public relations campaign is being carried on in behalf of the stretcher. Advertisements will appear in *Hospitals*, *Hospital Management*, *The Modern Hospital*, *Hospital Progress*, *Surgical Business*, *Hospital Purchasing File*, *Hospital Progress Directory* and *Surgical Trade Buyer's Guide*.

In addition to providing salesmen with portfolios of sales tools, Shea and his staff carry on an extensive correspondence with salesmen.

"If we could get a transcript of conversations between our salesmen and their customers we would have the ideal situation," Shea says. "While that, of course, is impossible, we have developed liaison with our sales force to give us detailed reports of all problems and of experiences a salesman feels might be of interest to others. This material is then compiled and sent to all territories." For example: Colson's Pittsburgh representative, T. C. Grundy, sold several hundred sets of casters to the post office for mail sack racks used in lobbies of large office buildings. The news was passed along. Result: similar sales in many other large cities.

Patterns of Approach

In promoting the concept of post-anesthesia care it is usually considered best to reach as many people as possible, with chief emphasis on supervisors of the surgical and anesthesia staffs. In hospitals with an established post-anesthesia room or one under construction, the salesman's goal is to sell the merits of Colson equipment over those of other manufacturers' stretchers.

In small hospitals, the superintendent or administrator is generally the one to be sold. And it does no harm to have the cooperation of the head nurse or chief of staff. In large hospitals, where responsibility for departments is more clearly defined, the administrator, chief of surgery, head nurse, and chief anesthetist are all of vital importance. Sometimes each is consulted individually; occasionally they meet in a group to watch the sales presentation and demonstration.

In nearly all cases the purchasing agent is the final authority because the hospital usually operates on a budget and the amount of money immediately available often determines the kind of equipment purchased.

The End



when MILPRINT merchandising ideas go to work for you!

Take any small American boy, shake well, and observe the large numbers of trading cards that appear from pockets here and there.

Milprint's long experience with trading cards has proved them a merchandising idea that seldom fails to boost sales . . . for whether they feature western stories, space cadets or sports figures, they put the kids strictly on your side when it comes to selling Mom or Dad!

These and other creative saleswinning ideas from Milprint, coupled with Milprint's brilliant full-color lithography, can help you to bigger profits, too! For appealing lithography that stops and sells more customers, you can't do better than rely on Milprint's unmatched facilities and experience! Call your Milprint man—first!



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by Milprint, Inc.

Milprint INC.

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Folding Cartons, Bags, Lithographed Displays, Printed Promotional Material



The gift that heightens a business friendship

FOUR ROSES

in its beautiful new holiday bottle

A GIFT of Four Roses—to express a warm business relationship—has become a welcome custom with many a firm.

And this year, it's even more appropriate than ever.

The same fine whiskey—America's holiday favorite—in a Special Gift Bottle.

For the same fine Four Roses is presented in a Special Gift Bottle—adding a new richness and dignity to the gift that truly reflects your company's position and prestige.

For a "preview" of Four Roses in the Special Gift Bottle, call your local Frankfort representative or write to Frankfort Distillers Company, New York, N. Y.

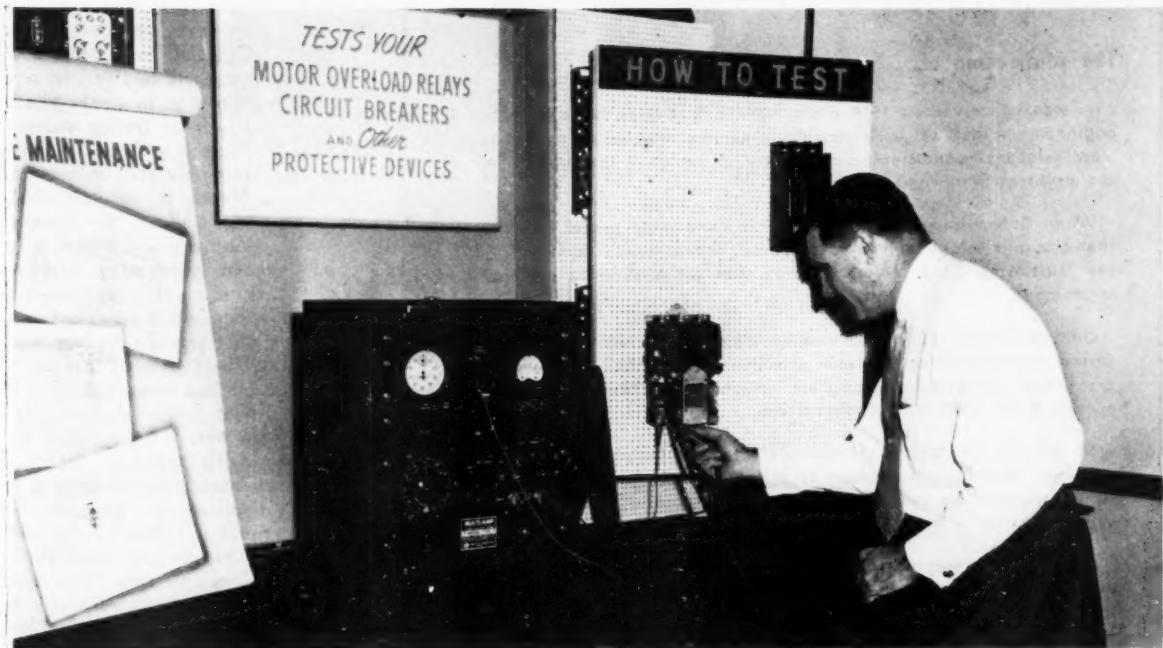
Special Gift Bottle and
carton at no extra charge



Also available in the regular Four Roses bottle.



FRANKFORT DISTILLERS CO., N.Y.C. BLENDED WHISKEY. 86.8 PROOF. 60% GRAIN NEUTRAL SPIRITS.



DEMONSTRATE . . . to the technical press . . . DEMONSTRATE . . . to distributors . . . and they will lead you to more DEMONSTRATIONS for prospects. In the center, the test instrument, the Multi-Amp, a new product baby which has recovered nicely from marketing colic.

Multi-Amp's New Product Flop Taught a Painful Marketing Lesson

"Everybody" needed the new test instrument, so this brand new company thought. But few people bought. Then Multi-Amp realized a well-engineered device merits a well-prepared sales plan. Now it has it and sales are booming.

*An interview by Alice B. Ecke with
I. M. GROSS • President, Multi-Amp Corp.*

"Take nothing for granted before starting out with that new product. The best product in the world can fail to capture its rightful market if it is not advertised, promoted, distributed and sold according to a co-ordinated plan."

That is the advice of five-year-old Multi-Amp Corp., Newark, N.J., after a very sad experience of its own. A year and a half ago it had on its lap a whopper of a problem . . . a botched job of new product launching in the industrial and utility fields.

Today its market is practically unlimited and its sales volume so far this year has shot up more than 200% from a very small volume which resulted during the company's first two years of engineering development and field testing—a rate of progress which leads management to anticipate a 400 to 500% increase next year.

Multi-Amp had spent upwards of \$100,000 and a lot of time developing a new portable high current test unit, the Multi-Amp (priced from \$275 to \$10,000) which makes it

possible to easily, quickly and safely test and calibrate current-actuated devices in industrial and utility plants. For example: a motor starter overload relay.

The Multi-Amp makes it possible to test protective devices before they are installed, while they are being installed and periodically after they are in service, to determine whether they are really protecting—which may mean the difference between safe, continuous plant operation or costly motor burn-out, power failure or fire.

"Non-electrical-minded readers of this article," says I. M. Gross, Multi-Amp's president, "will have to take my word for it when I say that our new product is a major development in industrial plant and utility maintenance because up to the time it came into the picture there was no simple, safe and economical way to check, test or calibrate protective devices."

"I can hear it whispered, 'A good product . . . no competition . . . a definite need . . . should be a snap to sell.' We thought so too. We were foolish enough to believe that all we

The Multi-Amp . . .

. . . was conceived in 1949 when Melvin S. Coben, young electrical engineer who had set up a consulting service, was asked by a leading New Jersey air-conditioning contractor to design a test unit to solve the problem of burned-out motors.

When Coben had completed his first hand-made model he realized that the unit might well have universal acceptance. On May 1, 1951, the Multi-Amp Corp., Newark, N.J., was established to perfect the instrument.

One important application was developed when the Rural Electrification Administration foresaw effective use of the Multi-Amp in a preventive maintenance program which had already been put in operation for 1,100 REA Cooperatives.

In the fall of 1953 Westinghouse Electric Supply Co. was given exclusive national distribution of the Multi-Amp for one year. Multi-Amp appointed its own regional representatives to work closely with Westinghouse.

Because of the specialized nature of the Multi-Amp and increased demand for engineering and sales contact with interested prospects, it has become necessary for the corporation to expand its distribution policy. Accordingly, other types of representatives and distributors are being equipped to service the increased demand.

I. M. Gross, president of Multi-Amp, formerly was part owner of a company that manufactured life preservers for the United States Navy. In addition to directing all fiscal matters for Multi-Amp, he supervises promotional and sales activities.

Robert S. Beckham, formerly with J. Walter Thompson Co., is vice-president and secretary in charge of distribution and advertising.

Melvin S. Coben, graduate electrical engineer from Pennsylvania State College, is chief engineer and vice-president. He is responsible for all research and development for the corporation.

had to do was throw in some money for advertising to tell industrial plant and utility management that the Multi-Amp is a new kind of instrument for testing current-actuated devices—and inquiries and orders would roll in.

"But it didn't turn out that way. Industrials and utilities cannot be sold on that basis. Our advertising flopped—and hard. We had no distributor or organized sales force to back it up and follow through. We almost gave up the ghost . . . but, after chewing our pencil tops, going over our dilemma from every conceivable angle, it finally dawned on us that we were not marketing our new product with a plan.

"We had not formulated a marketing program . . . had not decided on market objectives—what share of the industrial market was possible for the new product, how it would solve present-day industrial maintenance problems and cut down costs. We

had not pretested it with prospective customers or investigated the possible distributive channels. In short, we made the mistake of believing we could get the product on the market hastily and work out bugs later.

"With a lot of money down the drain but plenty of faith in our new product, we decided to take nothing for granted. We called in a public relations and marketing consultant with broad industrial experience and then sent him into the field to talk with presidents, works managers and maintenance personnel of industrials and utilities, to get their viewpoints on the maintenance of electrical systems, and to find out whether they realized how much they were losing because of burned-out motors, downtime, electrical fires, etc.

"We had no trouble gathering viewpoints, and the next thing we knew we were sitting around a conference table listening to a lot of common sense."

The basic problem for Multi-Amp to solve, the survey revealed, was to convince industrial and utility managements that there is a serious need for more protection in works plants.

Since the job of testing current-actuated devices is so hazardous and difficult, industrials and utilities had never considered it seriously. The evils of motor failure, too frequent tripping, shutdowns and fires had become accepted as necessary. Mechanical and visual checks were made as directed by equipment manufacturers, and when that was done, plant management sat back assured that everything possible had been done.

"And so it had—theoretically," Gross points out. "Our problem was concerned with arousing industrial and utility managements from a lethargic 'do-all-we-can' attitude. Before we could sell Multi-Amp units to them we had to alert them to the staggering losses in time, equipment and production suffered each year by American industry because of failure of electrical protective devices, and stress the importance of regularly testing the devices, and then demonstrate what the Multi-Amp can do for them."

These were Multi-Amp's conclusions after studying the initial survey findings:

- The Multi-Amp as such is meaningless unless the company arouses an interest in and develops an understanding of the need for testing current-actuated devices.

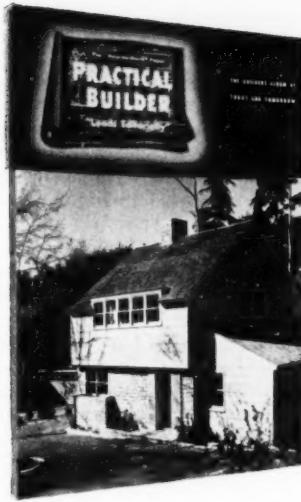
- The unit cannot be sold nationally without a top-notch distributor setup in all industrial areas, to follow through on inquiries the company's advertising and sales promotion stimulate.

- Although distributors should be expected to make cold calls, selling time is too costly to permit much of that. A strategic program for producing leads must be initiated, and a product information service must be established from the viewpoint of potential customers.

- Demonstrations and in-plant tests should be musts in the selling plan.

The plan of action in an exploration of educability of potential customers in the light of technical feasibility of the new product before following through with the conclusions was this:

1. A conference with industrial



Says a St. Louis advertiser
(name on request): "From my
observation the results from
your publication have been
better than any other magazine
we have used. Naturally you
are right on top of the list in our
advertising programing."

*Shirt-sleeve editors make
practical builder the practical book it is.*

*They are Men at Work appealing to other
Men at Work. No pomp or pretense; no
holier-than-thou-writing; just struggle and
sweat to do a down-to-earth job of reporting...
and to look ahead to the news that's ahead of the
news. Hard-pan editing like that gets home to
hard-boiled readers. That's why, Mr. Advertiser,
your message in Practical Builder carries
more weight, more conviction, more impact.
Yessir, when you're in PB you're in...*



**... of the light
construction industry**

...are you getting
your share of the

"Mentions"?



How to check the use of your name
in the newspaper advertising of
another manufacturer's product

ACB calls them "mentions." They are usually buried deep in the body copy or hidden in a 6-point cut caption of some advertiser who buys from your contract division. Yet they are golden advertising nuggets for the products they "tie" into. Finding these "mentions" would be an impossible job for any manufacturer. They may appear in any advertising any day on any page of the 1,750 daily and Sunday newspapers published in 1,393 different cities. ACB is keyed to such a degree of accuracy that its readers pick up better than 95 out of every 100 "mentions" published. "Competitive" mentions to show you exactly how you stand, may also be of importance to your organization.

This is but one of many ACB services available for business management. From such data, comes sounder advertising and sales policy.

Send for ACB's Catalog. 48 pages. Describes each of ACB's 14 Research Services. Gives many case histories; cost of service, or method of estimating; complete directory of dailies; U. S. Census of retail stores. It's free! Ask for it today.

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Another FIRST for Sales Management

Most of the pages in this issue are "scored" at the inside margin so as to make it easier for you to detach them for filing. The exceptions are where plates bleed into the gutter. We believe it's the first issue of any American magazine to be so perforated for the greater convenience of readers.

Whether it remains an experiment or becomes an every-issue feature depends upon subscriber reaction.

Do you like it enough to tell us so?

Philip Salisbury
Editor, SALES MANAGEMENT
386 Fourth Avenue
New York 16, N. Y.

press editors was held. What the new product can do to spot dangerous conditions in protective devices was demonstrated, and educational literature and photographs were made available for various editorial needs.

2. A carefully planned publicity program followed through to keep the editors up to date on all developments.

3. An advertising campaign in plant maintenance magazines was designed to "sow seeds of suspicion and doubt" in the minds of maintenance personnel as to whether they were really getting the maximum protection from protective devices.

4. A direct mail campaign was planned to follow up national advertising, to keep the "doubt" alive.

5. Another advertising campaign, dovetailed with planned publicity, was put to work to pull in inquiries from electrical maintenance and plant operating personnel.

6. Illustrated educational literature was made available to intelligently answer all inquiries.

7. A carefully documented and illustrated talk was prepared for use during demonstrations at technical meetings with prospective customers.

"Editors of the industrial press were quick to understand the need for the Multi-Amp," says Gross. "Editors of such magazines as *Power Engineering*, *Food Processing*, *Factory Management and Maintenance*, *Paper Mill News*, *Electrical Engineering*, *Volt-Age* and *Maintenance*, with facts in hand, started to talk and write about the need for testing and calibrating protective devices—

according to their readers' interests.

"Inquiries began to come in and we answered them satisfactorily with our educational literature. That was when our business really got started—on the right foot—thanks to the industrial press."

The market for the Multi-Amp is practically unlimited. Every industrial plant and utility in the country is a prospective customer—paper, steel and textile mills, aircraft manufacturers, refineries, food processing industries, packing plants, automobile manufacturers, metal producing companies, atomic energy plants, to list a few.

Protective devices are the most important auxiliary components of any electrical system, yet they are the least understood and often most neglected, Gross points out. When the protective devices fail, the result is lost production. And when the failure results in fire, it is almost impossible to estimate the loss in downtime and cost of repairs.

"Yet, in spite of the engineering and research that has been put into protective devices," says Gross, "failure of protective devices continues to take a big share of American industry's multibillion-dollar maintenance bill. If we can sell the need for the Multi-Amp, then every industrial and utility in the country is a prospective customer."

Channels of distribution to penetrate this broad market were thoroughly investigated. The company's initial analysis of market potential convinced management that the right kind of distributorship in all indus-

trial areas is vital. Without it, Multi-Amp's case would be lost.

Westinghouse Electric Supply Co. was chosen as the best channel of distribution to gain market acceptance of the Multi-Amp. It is a national distributing organization with 111 branches in principal cities and 19 district offices. To supplement the Wesco sales effort, 12 independent distributors have been appointed.

J. L. ("Doc") Wagoner, former Westinghouse executive, now is Multi-Amp's vice-president and national sales manager. Under his direction are regional sales managers in all major industrial centers throughout the country.

Saleswise, this is Multi-Amp's explanation of how industrial and utility managements are being convinced that the Multi-Amp is a tool which belongs in the maintenance department of every plant:

The sales problem is to help industrials and utilities keep production going full blast. It is therefore largely educational.

"We can make this problem hard or we can make it easy," President Gross maintains. "We worked it out the easy way.

"In their discussions with maintenance personnel our distributor salesmen soon find out that maintenance men are far more familiar with the problems the Multi-Amp can solve than they are. They know the problems associated with maintaining uninterrupted production.

"Take motor starters and circuit breakers for example. These devices are safety valves and rarely operate—sometimes not for years. During this time almost anything can happen . . . and too often does. They are subjected to corrosive or humid atmosphere and grit-laden dust, or they may develop low-contact pressure. Any one of these conditions may destroy the value of the protective device. Furthermore, they are often misapplied or their protection is destroyed by tampering.

Demonstrations and in-plant tests are musts in the distributor selling plan, to convince maintenance executives that the Multi-Amp can solve their protective-device problems.

"Selling just an idea," says Gross, "is the most difficult kind of selling. In the case of the Multi-Amp, however, we must first sell a new idea in protective maintenance before we can obtain a purchase order for a unit. On the other hand, if our distributor salesman explains the principle of the

Multi-Amp and then attempts to persuade the prospect to test it in his own plant where he can observe its advantages, the chances are better than even that he will want to keep the unit and will sell his management on what it can do to keep production moving and thus lower maintenance costs.

"That is the selling plan behind the demonstration units our Wesco branches buy on a six-month sales basis."

The distributor salesman takes these steps according to the plan:

1. He explains that the Multi-Amp principle is to periodically test protective devices.

2. He makes every effort to close a sale then and there.

3. If the prospect appears to be interested but hesitates to sign the order, he offers to place a Multi-Amp unit in the plant for a three-day test. At the end of the test period he returns to the plant and either obtains a commitment to buy or he takes the test unit out of the plant.

4. In the meantime, he has lined up another prospect, places a test unit in his plant and the three-day test is repeated.

5. As soon as a prospect agrees to buy, a Multi-Amp is left in his plant. The Wesco regional office then orders another test unit for another new prospect's plant.

"The idea," says Gross, "is to have a Multi-Amp demonstrating at all times—the more at work, the more sales are closed.

"The three-day trial limit is important. If no time limit is put on the test period, the many duties on the part of maintenance personnel interfere; procrastination sets in and the unit may be in the plant for weeks without being tested. If it is pushed into a corner of the plant, it earns nothing on its own and delays a sale in another plant. It must be kept working.

"Distributor salesmen are instructed to place their test units where they will do the most good. They are schooled to sell the Multi-Amp principle first. After that the unit is a natural for sample selling. Stepping up interest in what Multi-Amp can do to keep maintenance costs and hazards down means sales."

Demonstrations are also musts for Wesco distributor sales meetings and important prospective customer group meetings at regular intervals. During these demonstrations 12 charts are used in sequence:

The first four dramatically picture



The daily newspaper appeals to every age group of both sexes

Here at Advertising Checking Bureau, we read every advertisement published in every daily paper in the United States.

As we read this advertising totaling \$2 billion annually, our eyes occasionally fall on the editorial content and we observe that every age group of both sexes find special features of interest in the daily newspaper. The news columns, mightiest magnet of all features, is the newspaper's own exclusive bailiwick! Here is chronicled each day, newsworthy doings of local people, known and unknown to the reader—their triumphs and misadventures. And the news of the world.

This kind of news gathering and editing, plus high-speed presses and split-second distributing systems, makes the daily newspaper—now as in the past—the most patronized of all advertising media!

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ACB serves the newspaper industry by reading every advertisement published in the nation's dailies and Sunday newspapers, and making certain that proof-of-insertion is received promptly by the advertiser or agency. This service—paid for by the publisher—relieves the advertiser of clerical work and delays.

From this "reading job" ACB has developed 14 most useful Newspaper Research Services for merchandisers. More than 1100 leading firms use these services which are discussed in our column on the opposite page.

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LARGEST
CITY CORPORATE
AREA
POPULATION ... 148,824

**South Bend is Indiana's 2nd
 Largest Metropolitan Area, Too!**

It's official now! The Audit Bureau of Circulations includes Mishawaka in the City Corporate Area of South Bend — making this the 2nd largest City Corporate Area in Indiana! Nothing has changed except the figures. For years South Bend and Mishawaka have been as one city—divided only by an imaginary line running down the middle of a street. The citizens of both cities work together, shop together, play together, carry out civic enterprises together.

The South Bend Tribune is the only daily newspaper here. It saturates this rich market. Write for free market data book, "Test Town, U.S.A."

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 STORY, BROOKS & FINLEY, INC.

Franklin D. Schurz — Secy. and Treas.
 NATIONAL REPRESENTATIVES



The South Bend, Ind. Market:
 7 Counties, 1/2 Million People

the staggering loss of time, equipment and production by American industry each year because of overloads, short circuits, motor failures and electrical fires—in spite of existent "protective" devices.

Charts 5 and 6 give reasons for the paradox. At this point the Multi-Amp is unveiled and explained.

Chart 7 explains each step in the demonstration — how Multi-Amp works to test all kinds of air and oil circuit breakers in electrical systems.

Charts 8 and 9 picture and explain the need for preventive maintenance control card records. They show a Preventive Maintenance Control Card Record which was designed for Multi-Amp by Remington Rand Inc. service engineers. The record takes into consideration both electrical and mechanical needs of the maintenance supervisors.

Chart 10 explains how the Multi-Amp is equally effective in testing and calibrating relays, current transformers, meters, oil circuit reclosers, etc.

Chart 11 tells the story of the broad market for the Multi-Amp.

Chart 12 lists some of the companies now profitably using the Multi-Amp.

During demonstrations a Multi-Amp Manual is distributed with an eight-page booklet, "Do Your Protective Devices Really Protect?" The manual explains the need for testing protective devices, what the Multi-Amp is and how it will help keep maintenance costs down; provides application data; shows pictures of each Multi-Amp model, with prices, and presents photostats of letters from satisfied customers.

A preventive maintenance control card record system plays an important role in Multi-Amp's selling plan. "After we sell a unit, regular checks on the part of maintenance personnel are very necessary," says Gross. "Naturally, we want new customers to get the maximum protection so they will be satisfied customers. To make sure they understand how important a preventive maintenance control card record is, we provide each new customer with a plan for maximum protection."

These are the recommendations included in the plan:

Check all protective devices when they are delivered to the plant.

If there has been a long delay between receipt and issuance to the plant for use, a follow-up check prior

to release from the stockroom is recommended.

Check each protective device as soon as it is installed to be sure it functions properly.

Set up a regular test procedure for periodic rechecking of the device in service. The frequency of this check depends on many variables including the kind of service, the ambient temperatures, the nature of the device.

To provide easy-to-use visible records for maintenance personnel, Multi-Amp consulted with Remington Rand Inc. to work out a preventive maintenance control card record system.

Included with each delivery of a Multi-Amp unit are 100 sets of cards specially designed to record the test results obtained with Multi-Amp. Each set consists of two cards: an electrical test record; a mechanical check list. The cards fit into standard Kardex files. Within 10 days after a Multi-Amp unit has been delivered to an industrial plant a Remington Rand representative calls on the maintenance manager to assist him in setting up his records.

To keep track of the performance of protective devices and prevent trouble before it happens, this is how the preventive maintenance control

card records are used:

- Identification and plant location of each device to be checked is indicated at the top of each card. Two cards are filled in for each device.

- In the upper portion of the mechanical check list card is indicated the weeks of the year when inspections and tests should be made.

- On the electrical test card are indicated the amperage ratings at which tests should be run. These data are taken from test curves. Space is provided for three ratings on each of three different poles.

- Beneath the AMP ratings on the electrical test record is entered the time cycle within which the device should interrupt at each rating.

- On the same card the name plate data are entered on the right-hand side.

- The file is checked weekly to withdraw cards due for inspection as indicated by the schedule on the mechanical check list card.

- Both mechanical check list and electrical test record cards are given to the test man. In reality they function as an order to perform the test work.

- On the mechanical card the test man indicates that the work has been done by entering data against the device inspected.

- On the electrical test record card the test man enters the date of the test.

- The test man then enters interrupting time as indicated from Multi-Amp test on the same line as the date and under the proper amperage column.

- The cards are then given to the supervisor who reviews test results by comparing recorded data with standard data originally entered on the card. Repairs or replacements are authorized by the supervisor before returning the cards to the file.

"Streamlined preventive maintenance control card records are vital in our business," Gross maintains. "The system we have worked out with Remington Rand is economical so far as money, space and clerical help are concerned. It has paid for itself many times over. The information recorded on the cards can be cataloged and published for use by engineering and maintenance supervisory personnel. The collected infor-

mation also can be used to make up valuable maintenance materials manuals.

"The growing awareness of maintenance costs on the part of industrial managements has become a challenge to those engaged in maintenance and maintenance engineering. This is causing preventive maintenance to replace regular maintenance in an increasing number of industrial plants. Remington Rand is a major force in this direction. One of its departments specializes in record keeping systems in relation to industrial maintenance.

"Since electrical distribution is the blood stream of industry, maintenance of the electrical distribution system in any plant is of prime importance. Multi-Amp and Remington Rand now have plans under way to work together in promoting planned maintenance programs where preventive maintenance is practiced and adequate records are kept to make it thoroughly efficient."

Direct Mail is an important part of Multi-Amp's sales promotional strategy to pull in leads for distributor salesmen. It is sent out regularly after inquiries come in as a result of

**Available
In Akron
NOW!**



The Akron Beacon Journal will now run ONE COLOR and BLACK, 2 COLORS and BLACK and FULL COLOR R.O.P. advertising in both DAILY and SUNDAY issues.

Take advantage of the FULL COVERAGE offered by Akron's ONLY daily and Sunday newspaper by selecting this rich market to receive your complete color schedule.

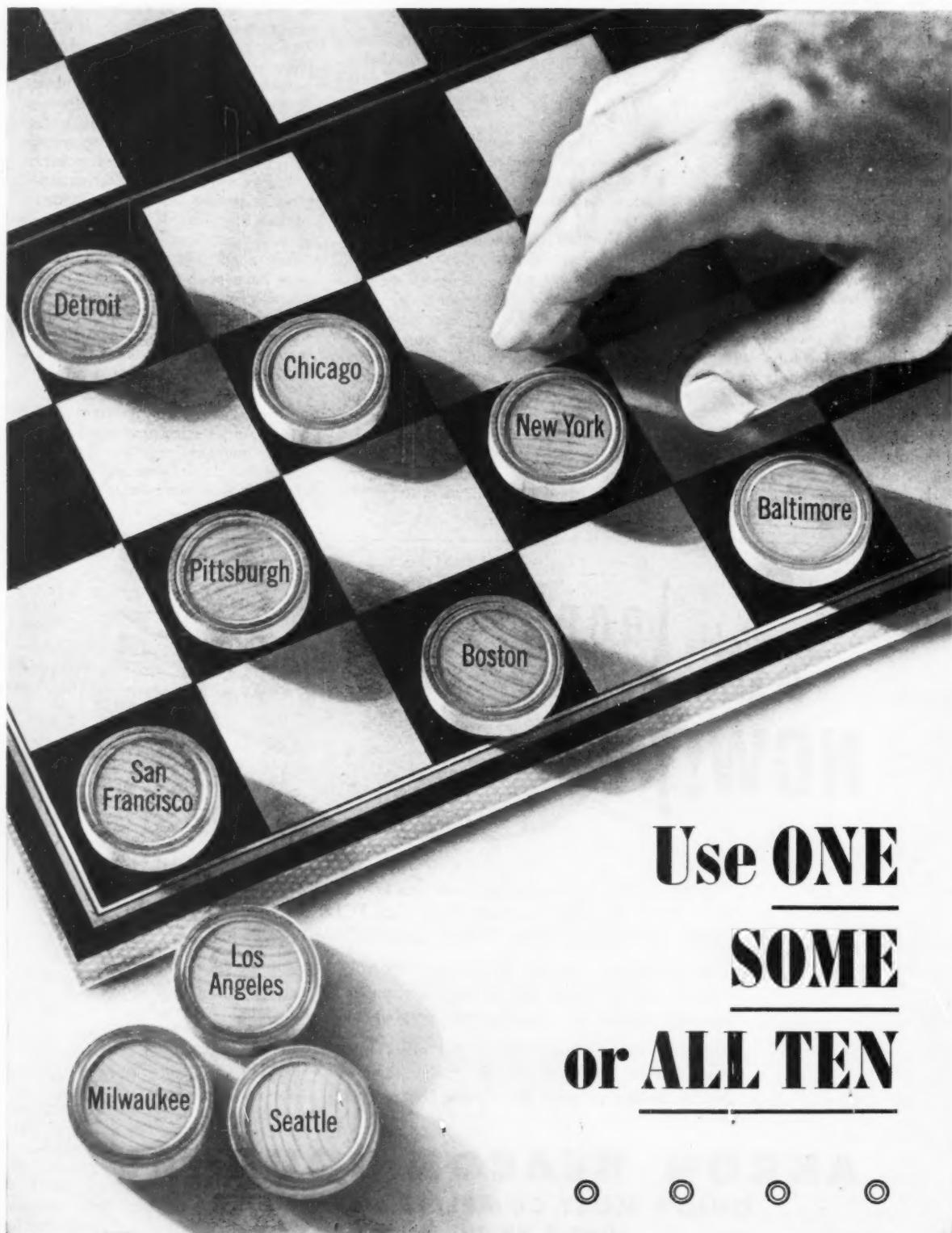
For color rates, closing dates and other information, call your nearest Story, Brooks & Finley man, or write The Beacon Journal General Advertising Department.

AKRON BEACON JOURNAL

OHIO'S MOST COMPLETE NEWSPAPER

JOHN S. KNIGHT, Publisher

YOU CAN MOVE FOR



Use **ONE**
SOME
or ALL TEN



SALES...by Markets

INDIVIDUALLY — SECTIONALLY — NATIONALLY

You can make your sales moves in your strongest or weakest markets, or make counter moves in markets where competition is toughest.

You can plan big plays for Chicago or Detroit alone. Or you can move in New York, San Francisco and Boston at the same time. Or you can make a master move for sales and sweep the board from coast-to-coast.

You can make an infinite number of plays and moves in Pictorial Review. It's flexible, whether your sales problem's national, sectional or local—in any one or all 10 major markets.



Represented Nationally by
HEARST ADVERTISING SERVICE
959 Eighth Avenue, New York, N. Y.
Offices in Principal Cities



DISTRIBUTED WITH
THE FOLLOWING
SUNDAY NEWSPAPERS:

Pittsburgh Sun-Telegraph
Detroit Times
Chicago American
Milwaukee Sentinel
New York Journal-American
Boston Advertiser
Los Angeles Examiner
San Francisco Examiner
Seattle Post-Intelligencer
Baltimore American

Prize and Premium HEADQUARTERS



Now Ready

OVER 800 PAGES

OF NATIONALLY ADVERTISED
MERCANDISE

Just off the press! The big, new 1955 Hagn Merchandiser packed with top lines from the cream of domestic and foreign manufacturers. Catalogs available to Purchasing Agents and committee Chairmen. Ask for yours today!

SESSIONS	VULCAIN	REMINGTON
U.S. TIME	SPEIDEL	SCHICK
SEMCIA	GEMCO	WESTINGHOUSE
INGRAHAM	HAYWARD	DORMEYER
ULYSSE NARDIN	LATAUSCA	TRAVELER
TWILIGHT	STAR	DIAMOND RINGS
and Many Others		



Now in our own building
with greater facilities and
increased personnel for
even better service!

JOSEPH HAGN COMPANY

Wholesalers Since 1911
325 W. Madison St., Chicago 6, Ill.

Are you a
has-been
or an
is-now?

NOW
YOURS
FOR \$3.50
ONLY

an amazing \$60.00
success course that shows you how to
control the greatest power in the world!

The Key to Power and Personal Peace

By U. S. ANDERSEN

You can make your life exactly what you want it to be. You have a power you can use every day of your life to bring you achievement, love, health, vigor.

Think Big — Do Big

Learn from this vigorous book how to think thoughts that help you succeed. The secrets of the universe, the wonder of the atom, the mystery of the Fourth Dimension, the Secret Doctrine and the Infallible Law all will work to make your life a success if you Think Big.

Take the first step today!

You will be free — free to enjoy vigor and health, free to find love and happiness — free to take a leading place in your community and world. Here is power you never dreamed of, peace you have never imagined, and a complete understanding of your relationship with the universe and God. Buy this book today as your first step toward happiness.

This \$3.50 book by a successful business man contains his entire \$60.00 course which has started thousands on the road to success.

MONEY-BACK GUARANTEE

HERMITAGE HOUSE, INC., Dept. A5
8 West 31st Street, New York 11, N.Y.
Please send me one copy of THE KEY TO POWER AND
PERSONAL PEACE, by U. S. Andersen, on approval. I
will give the postman \$3.50 plus postal charges. If I
do not like the book, I may return it within ten days
and you will refund my \$3.50 in full.

Name _____
Address _____
City _____ Zone _____ State _____
I enclose \$3.50 with coupon.
Book will be sent postpaid. (Same 10-day return privilege and money-back guarantee.)

national advertising. Each piece is coded.

The first mailing, in answer to a prospective customer's inquiry, is the booklet, "Do Your Protective Devices Really Protect?" It is designed to arouse interest in what Multi-Amp can do to keep maintenance costs down. Included with it is a list of companies profitably using the Multi-Amp. There is no sales talk or price list in this first mailing.

There are five follow-ups to the first mailing: a catalog with prices and four mailings which Gross describes as "hot material"—reprints of articles which have been published in the industrial press; letters from maintenance executives, industrial and utility managements reporting favorably on the Multi-Amp, and illustrated educational literature.

When a mailing goes out, three cards are made up by the mailing house: one in salmon color, one in amber, one in white. The salmon color card goes to the Wesco distributor regional office in the territory in which the prospective customer's plant is located. The amber card goes to the Multi-Amp regional manager. The white card is filed in the home office. Printed at the top of each card is this message: "Here is your Multi-Amp lead."

Included with the amber card to the Multi-Amp regional manager is follow-up information about the prospect to whom the sales promotional literature was sent. The regional

manager is requested to report on each lead within a week or so. If a sale is not closed, he is asked to continue to send in reports to the home office, giving reasons for the delay. A lead is never allowed to be neglected so far as follow-up is concerned.

National advertising is designed to dovetail with all activities in the co-ordinated distribution, sales promotional and selling plan. It includes advertisements, prepared by Adolf F. Gottesmann Advertising Agency, Newark, in such magazines as *Factory Management & Maintenance*, *Power Equipment*, *New Equipment Digest*, *Co-Op Power*, *Industrial Maintenance and Plant Operation*, *Maintenance, Electrical Construction and Maintenance*.

"There is no doubt in our minds that our coordinated marketing activities have proved their worth," says Gross. "We have completely reversed our weak start and have swung into a healthy growth in a broad market willing to listen and test our new product in checking and calibrating current-actuated protective devices.

"We are getting the right information to the right people at the right time, and hundreds of letters are coming to us from industrial and utility managements, telling how much they appreciate what their Multi-Amp units are doing to keep maintenance costs down and production moving."

The End

Distribution Cost

In my article in the August 15 issue of **SALES MANAGEMENT**, entitled "Warning: The Public Believes Distribution Costs Too Much Now," I made an unfortunate error in quoting some figures. At the bottom of the first column on page 37 the last sentence reads as follows:

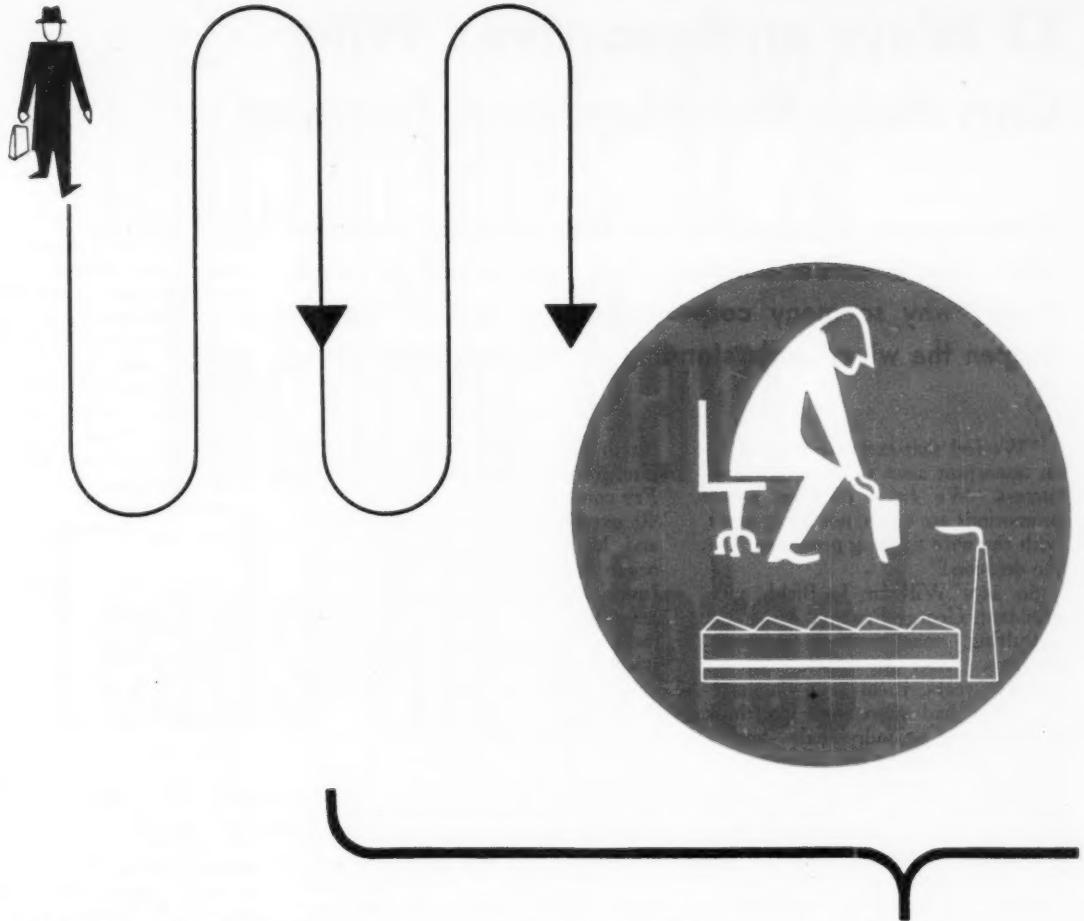
"The change in the cost of manufacturing, as a percentage of the net sales dollar, from 49% to 35%, represented only a change in the relationship between manufacturing costs and all other expenses."

The sentence should have read:

"The change in the cost of manufacturing, as a percentage of the net sales dollar, from 51% to 65%, represented only a change in the relationship between manufacturing costs and all other expenses."

The figures originally used in error applied to gross profit rather than to cost of manufacturing.

Ralph Starr Butler
New York City



the great cost of sales calls made too late

■ Wasteful, indeed, is the time and money spent chasing down a sales lead only to lose the order because your man doesn't get to the prospect until it is too late. Competition gets in on the ground floor. But *you* can beat competitors to the gun much more often by making it easier for more buyers to call in your men first. — ■ A good catalog program is the key, because those who specify in industry almost always use catalogs to sift suppliers before calling in salesmen. And *your* catalogs can be planned specifically to induce more of them to call your men. They can be placed strategically in the offices of all potential customers and kept there ready for instant use. — ■ Helping manufacturers get more invitations for their men to call, through better catalog procedure, has been the whole business of Sweet's for nearly 50 years. A helpful new booklet, "Your catalogs—key to more orders," is yours for the asking. Sweet's Catalog Service, div. of F. W. Dodge Corp., Dept. 13, 119 W. 40 St., New York 18. Offices in all principal cities. "The easier you make it for people to buy your products, the easier they are to sell."



13 Ways an Executive's Wife Can Help Her Husband Succeed

When a group of executives and their wives analyzed the wife's role in career-building, their conclusions revealed clearly why so many corporations are now striving to deepen the wives' understanding of their husbands' jobs.

"We feel that executives' wives are an important asset to their husbands' success. We know of cases where promotions are or are not being made, with the wife figuring prominently in the decision!"

So says William J. Biehl, vice-president, George Fry and Associates, consulting management engineers, Chicago. After the hustle-bustle of the war years, Biehl says, "management has had more time to think about people as individuals—how a man's family affects his business relationships. Is his wife genuinely interested in his career, or does she consider him just a 'meal ticket'? Does she make his home life easier by taking care of the little, nagging responsibilities? There is a technique to being a good executive's wife."

With new and important recognition of "Mrs. Executive," the Fry firm recently invited wives of corpo-

ration heads to participate in its annual management clinic. For 10 years Fry conducted these clinics for 35 or 40 executives. They came to work and learned. Before long the men began to bring their wives along. Invariably the discussion at the dinner table would swing to the management problems studied that day. The wives not only evidenced great interest, but came up with some thought-provoking comment. Finally, they asked if they could take the course.

"We thought it might prove to be a sad mistake," Biehl says, "but this year we decided to try a different kind of program—'Mr. and Mrs. Executive.' We kept the meeting on the small side, with 20 husbands and wives from a wide variety of companies, a cross section of business and of the United States."

The course was set up with a separate program for wives, one for hus-

bands, and one in which both participated. "We were amazed at the interest the wives showed, at their intelligence, and their unexpected familiarity with business," says Biehl.

Also revealing were the different attitudes held by wives in widely scattered geographical locations. Fry "professors" found that executives' wives from New York, New England, and to a lesser degree, Chicago, knew less about their husbands' businesses than women from Texas, California, and smaller inland communities.

"Easterners, for instance, felt that business friends had no place in the social picture," states Biehl, "while Texans were all for mixing business and pleasure. The gals down there feel a great responsibility for their husbands' business, and they do make a great contribution."

During the mixed sessions, Biehl says, "the relationship between husband and wife was wonderful. As one corporation vice-president commented, 'After 30 years, I'm carrying my wife's school books again.' Most men were tremendously proud of their wives."

Fry had scheduled four days of "school" for the wives, and five days for their husbands, but "all the girls showed up on the fifth day to sit in class with their men."

Subjects were not easy. Combined classes were held in Trends in Business Organization, Identifying Management Potential, Characteristics of Successful Executives, Developing Management Personnel, Motivation and Employee Attitudes, and Management Problems. There were two panel discussions: Role of the Executive's Wife, and Responsibilities of the Business Executive.

The panel dealing with the role of the executive's wife started a chain reaction. Biehl originally had five questions as "leaders." As the panel discussion gained pace, more than a dozen points had materialized. Basically, the panel was to discuss:

1. How much should an executive's wife know about her husband's business?

2. To what degree should the executive's wife belong to her husband's corporation?

The Editors

Michigan's 12% Income Gain Leads All States!

● U. S. Department of Commerce figures show that Michigan workers in 1953 earned \$13,723,000,000 or \$1,517,000,000 more than in 1952. This was a 12% gain . . . largest among all states.

Let a Booth man tell you more about this big market and the unusual dealer-minded merchandising service which Booth Newspapers will put behind your Michigan advertising schedules.

And remember . . . 85% of all Michigan sales, outside of Wayne County and Upper Peninsula, are made in the 8 Booth Newspaper Markets!

Call your nearest Booth man!

A. H. Kuch
110 E. 42nd Street
New York 17, N.Y.
Oxford 7-1280

Sheldon B. Newman
435 N. Michigan Ave.
Chicago 11, Illinois
Superior 7-4680

Brice McQuillin
785 Market Street
San Francisco 3, California
Sutter 1-3401

Wm. Shurtliff
340 E. Huron Street
Ann Arbor, Michigan
Normandy 3-4265

8 **BOOTH** *Michigan* **Newspapers**

"YOUR MICHIGAN MARKET OUTSIDE DETROIT"

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

3. How can a close contact between the executive's job and his home life best be built?

4. To what degree should social integration in business be fostered?

5. What kind of background for an executive's wife is the optimum?

The answers to these questions and many more by the panel, by Fry's management engineers and by the executives and their wives add up to a profile of the ideal corporate wife:

1. The executive's wife should have had some previous business experience, ideally as a private secretary to an executive. This gives her insight into office routine, business pressures, working tempos. Most wives should be "sounding boards" for their husbands, or as one wife from Texas put it, an "implement of emotional release" for her husband, when he needs to unburden his worries.

2. The ideal wife for an executive

should have a college degree. There was some disagreement on this, but all agreed that she should at least be of the "college type" with experience in mingling with other women.

3. She should be well adjusted, the product of a happy home. Her background should be as similar to her husband's as possible so that she may "grow with him."

Fry figures show that fewer than 3% of American executives have divorced parents; 95% believe they have happy home lives; more than 90% are American born and 75% have American-born parents; seven out of eight come from families with average or better incomes.

4. The executive's wife must be able to maintain a happy home for her husband, to keep the children from underfoot when he is obviously "on edge," and to create the proper atmosphere of calmness and relaxation when he is in such moods.

5. The executive's wife must harbor no qualms about moving when her husband's job requires it. This is especially true in the case of the sales executive, whose wife must also be more willing than others to entertain, to travel, to attend trade shows and conventions.

Wives With Husbands

"Entertaining has become increasingly important, particularly for men in large companies and in high executive echelons," says George Fry. His wife has something to say on this, too: "It is an increasing custom for wives to travel with their husbands on business, that corporate heads must expect their wives to entertain visiting business associates at cocktail parties, theater functions and dinners. Wives must know enough about their husbands' business to talk—and listen intelligently."

6. Younger executives' wives know much more about their husbands' businesses than their counterparts a decade ago, the Fry discussion revealed. They should listen and ask intelligent questions, thereby preparing themselves to help him out of the mental doldrums when the need arises.

7. An executive's wife should keep abreast of marketing procedures and public desires. A wife's viewpoint on, say, a new product can be exceedingly helpful, and her opinions are

for "EXECUTIVE SHIFTS

IN THE SALES WORLD"



**Mayflower relieves men you
are transferring or moving
details and worry . . . lets
them concentrate on their
new territory!**

**AERO MAYFLOWER TRANSIT CO., INC.
INDIANAPOLIS, INDIANA**



MAYFLOWER LONG-DISTANCE MOVING SERVICE—America's Finest

often invaluable in personnel problems.

8. His wife should, of course, be able to keep a confidence. And she should not show a dislike for any other executive's wife. A prime requisite is that she get along well with the wives of her husband's associates and subordinates.

9. A wife must be able to keep pace with her husband's thinking as he learns to act and think like an executive.

10. A wife can cancel out her husband's chances of business success with any number of personal faults.

Fry executives can cite examples of men handicapped by wives who are jealous of their jobs, their secretaries, their luncheon partners, or the time they spend at work. Others have been held back by wives who create social barriers, or who try to make all their husbands' decisions, or who drink excessively. Other stumbling blocks: Unwise management of finances; allowing family problems to interfere with job performance.

Symbol for Husbands

11. An ideal wife should be able to represent her husband in the community and in the church. Busy executives often delegate such obligations to their families, as they delegate business details to subordinates. As one Chicago executive's wife put it, "Actually, we have a public relations job. We should be a symbol of everything our husbands stand for, in our relations with friends, community and business associates."

12. The executive's wife should not keep up a constant campaign to get her husband a raise—this regardless of the fact that most wives feel their husbands are being grossly underpaid, even those in the six-figure bracket. This has been seen as the cause of a slight inferiority complex in some men.

13. Wives should be good planners: coordinate family life and the business schedule. Some executives' wives contact their husbands' secretaries weekly and inform them of social obligations for the next seven days; the secretaries also keep the wives up to date on business planning. This system saves clashing—and arguing—and makes for a smoother running life.

But what do the girls think of their high-powered spouses? Biehl

says that the average wife of an executive feels that he "cannot duck the responsibility of fatherhood, and she knows it's up to her to assure him of this responsibility. Some even suggested that the family be put on a corporate basis and delegate authority and duties." The wives emphasize the importance of their husbands' responsibilities in other phases, too: (1) Business; (2) home; (3) church; (4) community. "All overlap," Biehl explains, "and it's impossible for an executive to operate with-

out some understanding of his obligations in all four categories."

Why the growing interest in executives' wives? George Fry says that "A corporation that spends much time and money developing and training a young man to be an executive feels obligated to know what kind of wife he has," Fry states. "Whenever an executive is to be employed from outside the company, employers now usually ask to meet his wife before a hiring decision is made."

The End



Photo by "Dick" Whittington

concentration
where it COUNTS!

THE GAME IS nip-and-tuck, and the decisive tackle is up to you. Will you make it? Yes—if you concentrate all your strength and skill on the job.

WINNING SALES in Southern California takes concentration, too—a concentrated advertising effort where the population concentrates.

OVER THREE-FOURTHS of Southern California's retail sales are concentrated in the population-packed Los Angeles ABC City and Retail Trading Zone. And that's where the big HERALD-EXPRESS concentrates over 90 per cent of its 320,000-plus circulation!

RUN UP A winning score in Los Angeles! Make the HERALD-EXPRESS the mainstay of your team and use it often!

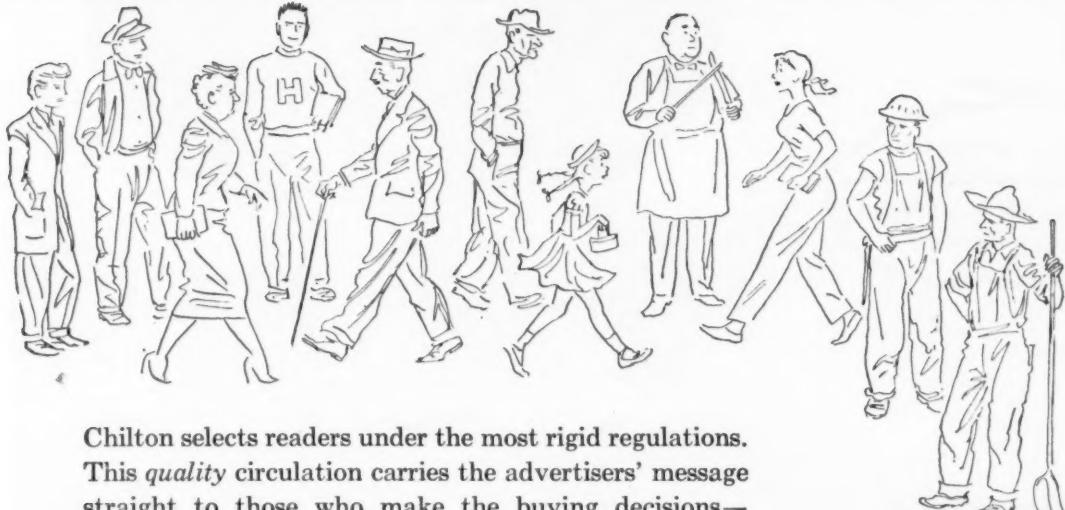
Los Angeles Evening
HERALD-EXPRESS
"Largest Daily Circulation in the West's Largest City"

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

Chilton



SERVES ADVERTISERS BY PICKING PROSPECTS OUT OF PEOPLE . . .



Chilton selects readers under the most rigid regulations. This *quality* circulation carries the advertisers' message straight to those who make the buying decisions—Chilton readers are *prospects*, not just people.

There's *more* to the Chilton story! Ninety-two Chilton staff editors, made up of engineers, merchandisers, and other experts in their fields, set stern standards of editorial conduct; everlastingly are concerned with the maintenance of editorial excellence. This pays off for the advertiser in sustained reader interest in Chilton publications.

Quality circulation . . . editorial excellence. This is the combination that makes Chilton publications a dynamic power that penetrates deep into the fields Chilton serves to move goods and sell services.



Chestnut and 56th Streets,
Philadelphia 39, Pa.

100 E. 42nd Street,
New York 17, N. Y.

N.B.P.



THERE'S A NEW KING OF THE LIFT TRUCKS

We know prospects
read this advertisement
because they mentioned
these key features.



ROYAL PERFORMANCE WITH
KING SIZE LOADS... FOR ALL INDUSTRY

A real "king" when it comes to moving more tonnage per hour in any weather! Hystalug makes the new RC-150 a true "king" — setting new performance records under the most adverse weather and ground conditions. Exceptional stability and maneuverability speed up handling of tough capacity loads, even on the most difficult kind of job. Plus advanced operating and engineering features never before offered by any lift truck. You won't really know how the new ease and responsiveness of operation increases driver efficiency until you drive the RC-150 yourself! Call your Hyster® Dealer today, or write for Booklet No. 1287 to:



HYSTER COMPANY

2802 N.E. Clackamas Street .. Portland 8, Oregon
1010 Myers Street Danville, Illinois

FOUR FACTORIES: Portland, Oregon; Danville,
Illinois; Peoria, Illinois; Nijmegen, The Netherlands

Don't Underestimate Pulling Power Of Your Ads Set in Small Type!

Key words which stand out in a reader's mind because he chose them himself, not because Hyster picked them and forced the impression with large type and color are often the words which help a potential customer to sell himself.

BY PHILLIP S. HILL
Vice-President, Sales, Hyster Co.*

Display advertising techniques in color, typography and general layout for eye appeal should not be discounted, nor do we discount them. But one of our most successful advertisements points to the importance as a sales clincher of the small type which sometimes receives only secondary consideration.

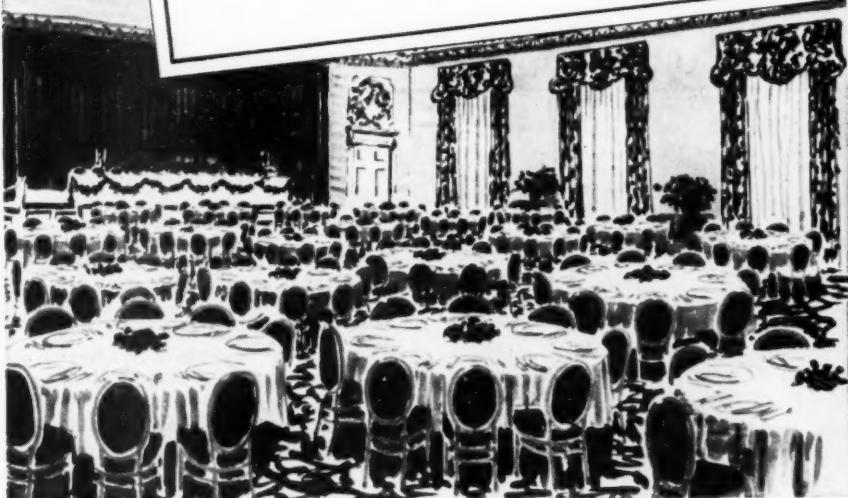
A specific example, our "New King of the Lift Trucks" advertisement recently used throughout our industrial truck schedule (15 publications), resulted in a great many in-

*Portland, Ore.



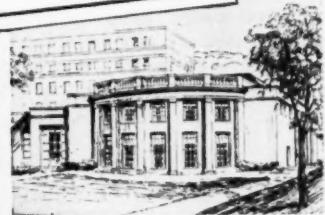
*The GREENBRIER invites leading
business and professional groups to enjoy
its new AUDITORIUM WING*

The nation's finest and most modern
resort meeting facilities

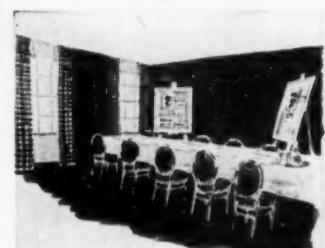


The New Auditorium

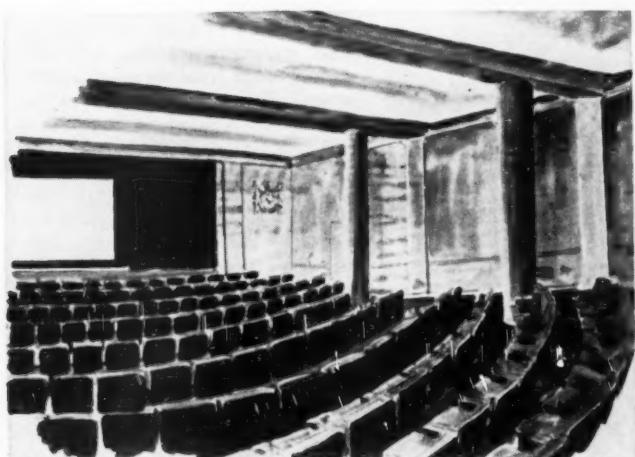
Accommodates 1,075 at meetings; 860 for banquets. 72' wide by 112' long. Stage 40' by 20'; orchestra pit, dressing rooms.



*Exterior of
Auditorium Wing*



*Various sized
smaller meeting rooms*



The New Theatre

Seating for 400; inclined floor; stage 64' by 16'; orchestra pit; dressing rooms.

New wing air-conditioned throughout

*The
Greenbrier*

WHITE SULPHUR SPRINGS
WEST VIRGINIA

Telephone:
White Sulphur Springs 110

Teletype:
White Sulphur Springs 166
For detailed information, address:

DIRECTOR OF SALES

or inquire of Greenbrier offices in New York, 588 Fifth Avenue,
JU 6-5500 • Boston, 73 Tremont Street, LA 3-4497 • Chicago,
77-W. Washington Street, RA 6-0625 • Washington, Investment
Building, RE 7-2642.

quiries and sales. Are there any better ways, fundamentally, to judge the effectiveness of an advertisement?

Eye-catching layout, good use of color and short but informative copy made this insertion effective, in my opinion. Whenever layout, color and copy blend and the copy really tells a story, then we consider we have a good advertising sales tool.

This advertisement pulled 77 inquiries immediately after its first insertion, an exceptionally quick response for industrial machinery of this kind.

To underline value of the small type—most of the inquiries received immediately after the first insertion, and those which came later, indicated that readers had scanned the small type carefully: They mentioned the truck's capacity as a "mudder." This seemed to be the key word (it was

intended to be one of the major attractions) even though it appeared down in the small-type body of the copy.

The capacity figures, set in even smaller, lighter-face type and centered directly beneath the truck illustration, also received exceptional attention.

True, we believe that quick, eye-catching readability of an advertisement is of prime value. In this particular instance the "New King" catch-line at the top of the page was symbolized in color in our presentation of this new model—of which we at Hyster are very proud. It fits our general advertising layout idea: A large picture with two or three strong copy points gets more action than heavy copy blocks and a great deal of reading matter.

We can, and do, supply more

lengthy reading matter after an advertisement has drawn potential customers to the inquiry phase of interest. Advertisements are designed only as the first phase of such sales, not as full story-tellers. A qualified sales engineer can do much better at telling the whole story than the best advertising copy. No single medium of sales should be forced to do more than it is rightfully designed to do.

All of which brings us back to that emphasis on small type, limited in wordage as it is by our general ideas of layout. Key words which stand out in a reader's mind because he chose them himself, not because we chose them and forced the impression with large type and color, are often the words which help a potential customer sell himself.

Those small words in small type can outrank the big ones in importance.

The End

DAVENPORT NEWSPAPERS

BRIGHT STAR OF THE
\$443,975,000 QUAD-CITY MARKET

DAVENPORT, IOWA

ROCK ISLAND,
MOLINE,
EAST MOLINE, ILLINOIS

FIRST
IN ADVERTISING
LINEAGE IN
QUAD-CITIES and
IOWA

MORNING
DEMOCRAT

Evening
DAILY TIMES

Sunday DEMOCRAT & TIMES

HEADQUARTERS: DAVENPORT, IOWA

Represented Nationally by
JANN & KELLEY, INC.



PHILLIP HILL . . .

. . . only 45 as of next Christmas eve, has been with Hyster 21 years, still gets shop grease on his hands and shirt. . . Started as a machinist, then progressed to foreman, service engineer, district sales representative covering most of the East, manager of the Washington, D.C., branch at the beginning of World War II, then assistant general manager of the Eastern Division at the Peoria, Ill., plant. In September 1944, Hill returned to Portland, Ore., as general sales manager before the company had a vice-president, sales. . . Company created this title for him in July, 1953. Generally accepted as a university man (he stopped formal studies after high school), Hill has been guest lecturer on the theory and practice of salesmanship and sales management at universities and colleges, is an inveterate reader and can quote from as many books as a college professor, co-workers say. An accomplished speaker, he stays close to sales subjects in public appearances. . . A sleek family speedboat at Hill's front door at Lake Oswego near Portland, and a tree-bordered private golf course at his back door are freely in use when Hyster or his various trade association interests don't take him out of town.

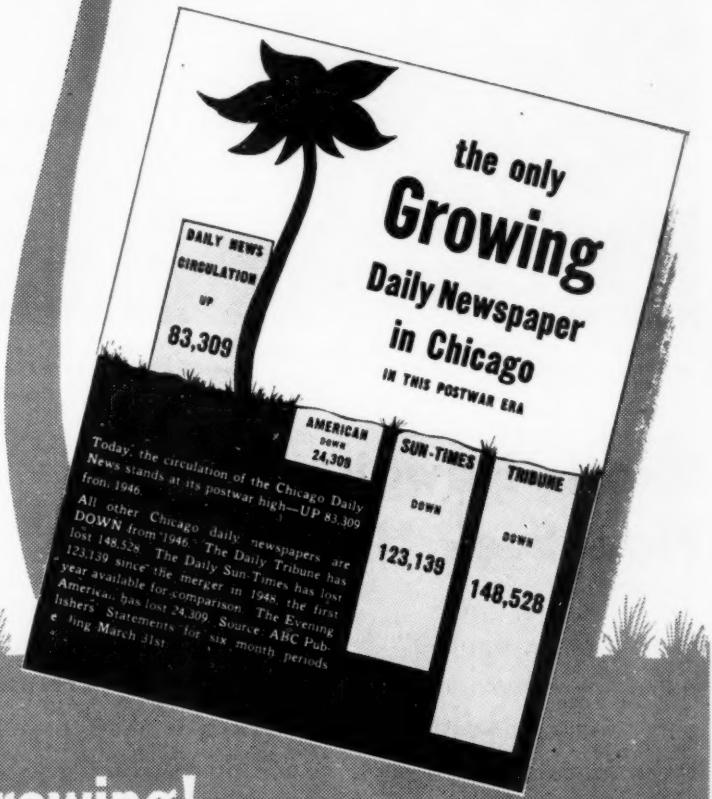
HIGHEST AUGUST IN DAILY NEWS HISTORY

DAILY

Average circulation of the Chicago Daily News for August, 1954, was 569,781, **29,717 higher than for August, 1953**, and the highest August daily average in this newspaper's history.

SATURDAY

Average circulation of the Chicago Daily News for August, 1954, was 565,632, **40,143 higher than for August, 1953**, and the highest August Saturday average in this newspaper's history.



...and still growing!

CHICAGO DAILY NEWS

CHICAGO

NEW YORK

DETROIT

MIAMI

LOS ANGELES

SAN FRANCISCO



CROWD-STOPPER DISPLAYS like this one are set up at trade shows and fairs.

Exotic Hawaiian Foods Now Seek U. S. Markets

Ever eaten a papaya? Ever tasted laulau, passion fruit, poha jam or toasted cocoanut chips? Hawaiian Food Shippers' Association is active in western markets promoting these delicacies for both home consumption and gift giving.

It is early on a balmy evening. Visitors from the East are strolling through a modern California supermarket. Against a background of bright posters, tapa cloth, vividly labeled jars and cans, they hear the watery twang of a ukulele, catch a glimpse of a dark-eyed girl wearing bright paper leis. Another girl in a grass skirt approaches with a tray of exotic delicacies. The surprised visitors taste, and taste again. More than likely they buy . . . and leave laden with gift packages for the folks back home.

Shoppers who shop regularly in the larger markets on the West Coast are beginning to take for granted these "Island Festivals" and Hawaiian food displays. Whether they realize it or not, they are being wooed by the Hawaiian Food Shippers' Association in behalf of such tropical delicacies as guava nectar, fresh papaya, toasted coconut chips, and are responding as Island processors hoped: They are becoming regular customers for a host of colorful specialties unheard of and untasted on the mainland a few years ago.

If you have never sampled poha jam, passion fruit, poi, or laulau, you may soon have the opportunity, thanks to the promotional efforts of the members of the Association whose job it is to help expand the Islands' economy. If you are hesitant about buying and sampling a fresh papaya (said to be soothing to ulcers), or laying in a stock of coconut syrup, you may get it nonetheless in ice cream, candy, or bakery desserts. For this same group of enterprising Island food shippers is persuading ice cream manufacturers, dairies, confectioners, and frozen and other food processors in the United States to incorporate the exotic raw materials in their own products.

It all started when businessmen of

Hawaii realized that for greater economic stability they should diversify their products for the home market, tourist trade, and export. Hitherto, they had been dependent—sometimes precariously—on two products: sugar and canned pineapple. Only other important source of income: the tourist trade.

Facing the obstacles of insufficient

Fruit Growers' Exchange; Agricultural Products Co., Hilo.

Organized in July 1953, the Association takes in important producers and shippers of Island foods other than sugar and canned pineapple. Fresh pineapple shippers are included. Each shipper pays a specified assessment based on the case shipments of his firm. The Industrial Research

improved fruit nectars and jams and jellies suitable for export promotion. The same researchers also have worked on expanded use of the Islands' fragrant honey crops. Research on roselle berries and passion fruit promises to add these to the list of exports in the canned juice field.

Besides specialty items, Association members put out relishes, preserves,



GIFT MARKET: Food packers see big potentials in it. Note how tropic island atmosphere is created through the use of exotic flowers and foliage.



SIMPLE DISPLAYS like this one have made the coconut chip well known.

individual financing and lack of facilities for suitable promotion of their products, a dozen or so Hawaiian manufacturers and distributors resolved to attack them cooperatively. A year ago they formed the Hawaiian Food Shippers' Association.

New enterprises under development range from flowers to foods and furniture.

About half the members put out processed Island products. These are: Kaaawa Farm, Hawaiian fruit nectars; Hawaiian Sun Co., nectars and sliced papaya; Polynesian Food Specialties, Ltd., coconut chips, shredded coconut (both in vacuum cans) and bottled mango chutneys; Wing Coffee Co., Kona Coffee (a favorite of connoisseurs), jams and jellies made from tropical island fruits; Clarence Jim, jams and jellies, colorful gift packages of Hawaiian foods; Menorca's Candies, unusual sweets.

The other members, all but one in Honolulu, ship fresh produce. These are Aloha Papaya Co., Seaview Farms, Rancho Produce, Hawaiian



BRILLIANT PACKAGES provide a constant invitation to retailers to build colorful displays . . . and to shoppers seeking gift items.

Advisory Council of the Territory of Hawaii supports the work of the Association with a grant of funds. University of Hawaii researchers, assigned under a grant from the IRAC, have been engaged in experimental work in the development of

highly scented honeys, fruit juices (plain and blended), abalone chips, tofu; a limited amount of tuna fish; candies made from macadamia nuts, sugar, pineapple, and coconut; a range of fruit and berry nectars. Fresh frozen coconut and coconut



SHOP TALK ABOUT FOOD: Retail salespeople hear all about the new food items, learn how to merchandise them, from K. I. Hanson of Hawaiian Food Shippers' Association.

topping are in the offing.

About 35 firms throughout the Islands are producing this increasingly wide variety of specialty items. Economists in the food field express the opinion that these pioneers may be creating a new multimillion-dollar specialty food industry.

Chief aim of Hawaiian Food Shippers is to stimulate interest in and knowledge of tropical foods among mainland Americans. It is being done in a number of ways. Kenneth I. Hanson, mainland representative for the Association, says, "We work with food associations, cooperatives, brokers and wholesalers, chain stores, other large retailers and, of course, food editors, nutritionists, and home economics people."

Retailer education is conducted in collaboration with the California Grocers' Association, adult education classes for retail salespeople, produce sales groups, and others.

Hawaiian Recipes

Recipes with mainland appeal, using Hawaiian foods and produce, are being developed. The Association works with the California Foods Research Institute, San Francisco, to incorporate products of the members in familiar dishes, and to popularize and promote the more exotic ones. Hawaiian dishes and recipes are appearing more and more frequently in food pages of Far Western newspapers as a result of Association activity.

Most colorful phase of the pro-

gram is the work with chain stores, super market operators and other important retailers. Each time a store operator or manager is induced to stock Hawaiian specialties—in as wide a range as possible for volume appeal and repeat sales—he is also persuaded to make a memorable event of it. The Association provides props and how-to for everything from a storewide Hawaiian Festival to more modest, but always colorful, demonstrations and displays.

Paper Leis

Although the effect they produce is dramatic, props and tools are simple, easy to get—a handful of bright paper leis, tapa cloth paper, a few Hawaiian travel posters (Matson, other companies are happy to provide them), a ukulele borrowed from a local music store, perhaps a demonstrator or two in grass skirts and salesmen in Hawaiian shirts. Of course the products provide the real "atmosphere."

All Island processors intentionally use plenty of label appeal on their packages. Color and unusual shapes make the products stand out. Labels "educate" consumers on the uses and values of the foods. Retailers are supplied with give-away booklets, recipes, factual data on usage, vitamin and other values.

Many retailers make Island specialty promotions periodic events, usually to tie in with the introduction of a new item.

Brokers are given color slides of

Island foods, their background and use. Similar slides are used in work with associations and other groups.

Hanson calls the number of promotional events "phenomenal" and the success of the promotions "even more so."

For example: a 12-foot-square Hawaiian booth near the front of the Panorama Market, Van Nuys, Cal., moved 102 cases of fresh pineapple during one weekend. A similar booth in the store sold 59 cases of papaya and guava nectars. The Chateau Gourmet department in the Stonestown Market, San Francisco, had an even more spectacular record, considering the public's unfamiliarity with the product: In a few days it moved 17 cases of coconut chips with the same kind of promotion.

Open West First

At present the Association's direct contact work is confined to the Pacific Coast, according to Hanson. Brokers and wholesalers who distribute nationally are expected to bring the Hawaiian foods to some eastern and midwestern markets before long . . . together with the colorful method of merchandising. About 90% of the fresh papayas sold in the U.S., for instance, are now distributed through the California Avocado Growers, Inc., who in turn release the fruit through their distributors and wholesalers across the nation. Mainland sales of fresh papayas have made astonishing headway. There was a 134% increase in 1953 over 1952; sales for the first quarter of this year are 200% above 1952. Few mainland consumers had previously tasted fresh Hawaiian pineapple. Sales this year are 100% ahead of last. Processed foods are gaining more slowly but to the satisfaction of their shippers.

One of the most rapidly growing items is fresh coconut chips. Shaved fine and "toasted," the vacuum-packed chips are bought mainly as hors d'oeuvres. Hawaiian-style mango chutneys are a close second in sales. Canned tropical nectars, now in demand in the East as well as in the West, are growing in popularity. Guava, papaya, pineapple and papaya blends are other leaders.

So far, jams, jellies and other sweetmeats have appealed mainly to the gift market.

Hanson sees promotion to industry, the Association's newest project just begun in the U.S., as having an important future, along with the gift trade.

The End

They live on the Pacific Coast...

they listen to DON LEE RADIO*



***Don Lee IS Pacific Coast Radio**

It's just good strategy to plot your advertising campaign to cover the most ground at the lowest cost... on the 45-station network that covers the Coast from *within* each of 45 important markets... on the nation's greatest regional network...

Mutual
DON LEE
RADIO

*Don Lee Broadcasting System,
Hollywood 28, California,*

*Represented nationally by
H-R Representatives, Inc.*



35% to 55% More Sales — When stores adopted this lazy Susan display unit (left). Idea was adapted from success of revolving displays in paperback books.

It Looks Like This: . . . with a cutaway made to show the beef and vegetable content. Container (below) goes into the oven "as is."



"No dice," said the wiseacres; "You can't put raw dough in a can"

—But Melcher and Miller were stubborn. In less than two years "Dinner Time" beef and chicken pot pies (ready for baking in their own containers) have reached national distribution. National advertising starts this month.

Rule No. 1 for introducing a new product: It must be *different* from what is already on the market.

By following that rule, and using aggressive merchandising methods, Trenton Foods, Inc., Kansas City, has pushed its products, *Dinner Time* Beef and Chicken Pot Pies, into a top-bracket position among the nation's canned food specialty items. Introduced less than two years ago, the pies last year sold at the rate of 70,000 a month; today the figure is 312,000.

Volume should climb higher, now that the product has the benefit of

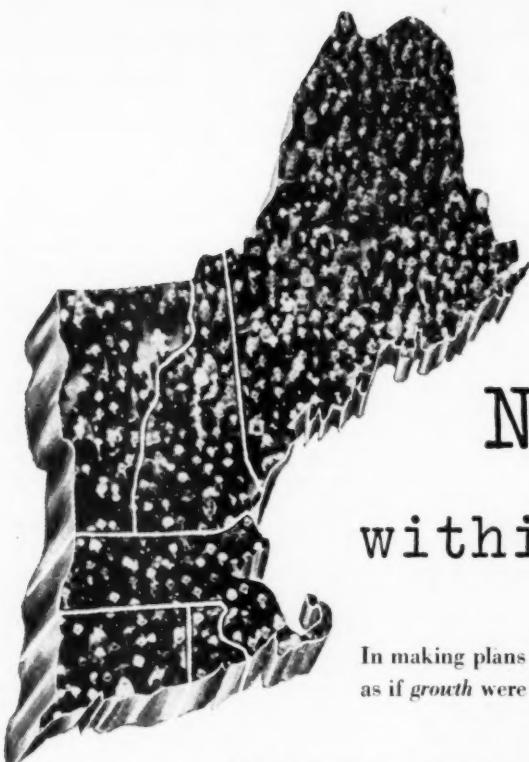
what is described as "the biggest advertising and merchandising campaign ever devoted to a specialty canned meat product." Lead-off will be a full color page in *Life* the week of September 27, first of 13 consecutive advertisements to appear in that magazine.

It all started three years ago when Harold Melcher and Jack Miller of Kansas City decided to branch out from their established business—canning meat products sold under the labels of other manufacturers—and produce a meat item of their own.

They thought of one that was dif-

ferent: a ready-to-bake canned beef pie which would reach the consumer in its own container, a pie pan. Sounds simple enough, but before the product attained national distribution there were quite a few wrinkles to be ironed out. They have been ironed out: Not only has the beef pie won national distribution, but so also has a companion item, a chicken pie. Demand for both pies necessitated a \$200,000 expansion of the company's factory at Trenton, Mo., with production capacity of 40,000 pies a day.

When Melcher and Miller began experiments with the pie, experienced food marketers told them their specifications were impossible to attain. First, there was the dough—ostensibly raw, when the can is opened: How could raw dough be canned and remain fresh? How about consumer acceptance, conditioned as the public is to frozen meat pies? What about packaging: How could a container be sufficiently attractive to compete with



ANOTHER New England within the next 4 years

In making plans for the future it's surprising how many of us act as if *growth* were something that is entirely *behind us*!

Maybe that's because we're accustomed to making comparisons of yesterday and today. There's no question about the growth we've had since '40 or '47. Most everyone is now taking this growth into consideration in today's planning.

But what about the growth *ahead of us*? The next time you sit in a planning conference, try this little bombshell:

The increase in our population *within the next four years* will be the equivalent of adding *another New England* to the U.S.

That's just one example of how fast America is *continuing to grow*.

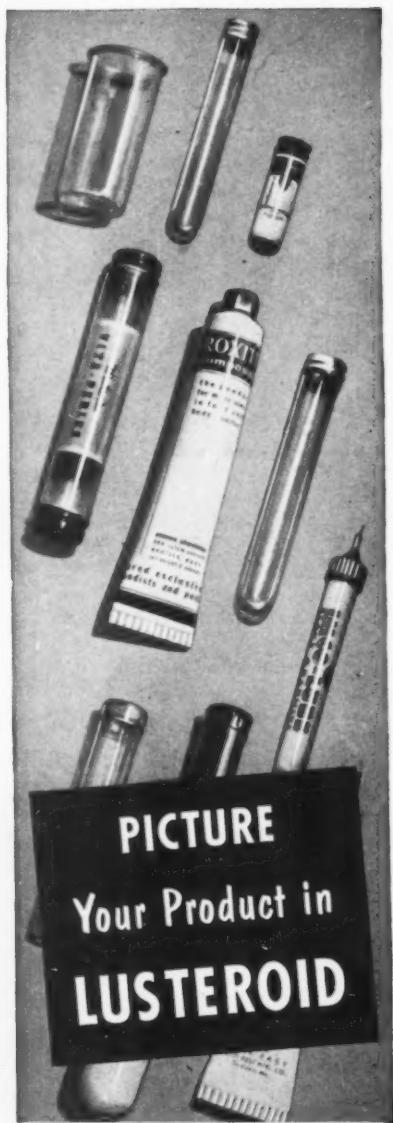
Visualize the opportunity ahead for your Company in such a dynamic and expanding economy. But making the most of such an opportunity is going to take some raising of sights. It's going to require sound sales and advertising planning based on the size of the job *ahead*, and not the size of the job *behind us*.

For help in your planning we invite you and your advertising agency to make full use of the information facilities of the Penton Publishing Company. We will be happy to cooperate with you.

THE PENTON PUBLISHING COMPANY

PENTON BUILDING • CLEVELAND 13, OHIO





No wonder LUSTEROID vials and tubes sell by the million!

These smart plastic containers are made for merchandising as well as protection. They've got color galore—clear or opaque. They're printable so you save on labeling. They are so much lighter you save on shipping, handling and packing. And they're strong, durable, unbreakable.

Get the story on LUSTEROID and see for yourself. Sizes from $\frac{1}{4}$ " to $1\frac{1}{2}$ " in diameter, lengths up to 6".

Write for samples and prices today.



LUSTEROID
Container
Company,
Inc.

16 West Parker Avenue, Maplewood, N.J.

other tinned items on grocers' shelves, yet sturdy enough to withstand 30 minutes' oven baking?

The partners overcame the obstacles, but not without plenty of trial-and-error experimentation.

They took it for granted that they must start with a product of good quality—good beef and vegetables, tastily prepared. They decided to include enough for two ample servings, or even three—a "family" portion, to be offered at about 69¢. Most frozen meat pies are single servings; the family-size idea struck them as having sales appeal.

Arriving at the formula for the dough was a major hurdle, requiring extensive experimentation. The formula is a secret, of course.

Solution to Packaging

Another major problem: Packaging. The men wanted to use a container shaped like a pie pan, but sturdier. To combat shelf competition, it must be attractive. Since a paper label would burn off in the oven, decorations must be lithographed directly on the metal. No soldering or seam joining must melt while the pie was baking: the container had to be in one piece.

Approached with the Melcher-Miller order, Continental Can Co. at first said it could not be filled. Learning that a smaller can maker was willing to try, Continental decided to work on it. The partners wanted an attractive six-color design on the lid. When the litho was first put on the flat metal, it was pulled out of shape and the design distorted. Finally a "ripply" version was developed, proved satisfactory. It holds its shape and is even more attractive than a flat-surfaced lid. (When the lid is removed with a wall-type can opener, the container becomes a reusable pan, suited to many purposes.)

Melcher and Miller experiments on the pies were interrupted by demands from the armed forces for their established products. When they resumed work on the new products in 1952, they found that contents of the canned beef pies packed a year earlier had not deteriorated in any way. They sent samples, baked and unbaked, to a food testing laboratory. Reports were good. A food merchandising expert advised getting the product onto the market as quickly as possible.

Production began at a newly established plant at Trenton, Mo., and in April 1953 some of the beef pies, under the brand name *Dinner Time Pot*

Pies, reached test markets.

To introduce the product, the makers used radio, television and newspaper advertising; demonstrations in stores. Encouraging grocers to build mass displays, they furnished figures of a chef in miniature, banners, display cards and other material.

Their promotions stressed the convenience of a "meat pie in a can," which could be kept on the pantry shelf till needed. Despite this emphasis, some women carefully stored the pies under refrigeration, until needed!

Once the beef pot pie was on its way, Melcher and Miller turned their attention to chicken pie. They knew that in the frozen food field chicken normally outsells beef by a wide margin. Their chicken pie was ready by late 1953.

Dallas was chosen as the test market: The company had a good broker who had attained excellent distribution for the beef pie. The city offered effective advertising media: two major newspapers and a cooking school conducted on station WFAA-TV by Julie Benell, food editor of *The Dallas Morning News*.

The campaign broke early in May with full-page color advertisements in both the *Dallas News* and the *Times-Herald*, and 10 TV spots a week for 13 weeks. There was also black-and-white newspaper support in five other cities in the northeast Texas market.

Who Did What?

In addition to six advance mailings in order to alert retailers, the company sent a sales representative to the scene. Agency for the company, Gardner Advertising Co., St. Louis, and Jim McQueeney Associates, Kansas City, public relations consultants, also were on the ground.

Women's groups were sampled. Big floor displays were featured in stores. Tie-in advertisements were used in local media. There were stunts. A hillbilly comedian in a 23-year-old Model T truck paraded around the city with cartons of the product. Signs on the truck read "Need No Refrigeration," "Old Fashioned Flavor," "Easy to Fix, Easy to Eat." A miniature figure of the *Dinner Time* chef, company trademark, rode on the roof of the high, square cab. The driver wore a chef's hat.

At the same time another hillbilly comedian, "Tater-Head" Kelley, climbed on and off buses, with a big shopping bag and an armload of the pies which he would ostentatiously

spill. As women passengers came to help him pick them up, he would go into a spiel about the difficulty of turning a man loose in a grocery store, where he would buy all he could find of a good item: *Dinner Time* Chicken Pot Pie.

The company reports virtually 100% distribution in the Dallas area, with the major chains featuring the pies in their big weekly newspaper advertisements. A survey of Dallas housewives two months after the campaign showed a 100% increase in awareness of the product, a climb from about 19% to over 41%. Counter to the usual hot-weather trend in that market, sales continued to climb through the summer.

Why Rack Display?

From the first, Trenton executives felt that display would be important in winning consumer acceptance. Several display-dispenser units adapted for self-service stores have been developed. One, a wire rack with shelf-talker sign at the bottom, was designed to fit on a standard grocery shelf. Instead of being stacked flat, pies stand up on end in the rack, thus catching the eye of the shopper. One store ordered 110 racks after seeing the first sample. More than 30,000 have been shipped.

Having heard that sales of 25-cent paperback books increased 35% when displayed in revolving lazy Susan racks, Trenton engaged metal fabricators to develop two such racks for their pies: a short one for use on counters in packaged or canned meat departments, and a tall floor display. More than 2,500 have been distributed, mostly to super markets. Both kinds are furnished without charge.

In addition to the *Life* campaign, the company is currently using TV and/or newspapers in several markets. There will be participation in give-away shows, among them "Welcome Traveler" and "It Pays to Be Married."

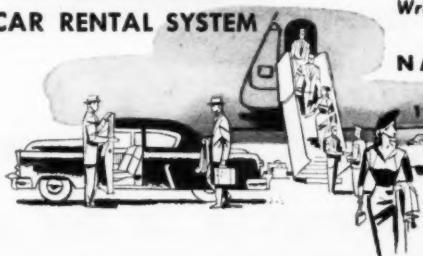
The *Life* campaign will feature a coupon offer: In the chicken pies, coupons worth 25 cents toward the purchase of either a chicken or beef pie; on the can, a red and black acetate-paper gummed sticker reading, "Save 25¢—Coupon Inside."

Trenton Foods now sells through approximately 75 brokers and has distribution for both pies in most sections of the U.S. Practically all major chains carry them. But it took a newcomer to do it. Raw dough in a can—that was the idea the old-timers couldn't accept.

The End

Any of these
Airline
 Ticket Agents
 ...will reserve
YOUR CAR
 at your destination with

NATIONAL
 CAR RENTAL SYSTEM



BRAUNIFF • CAPITAL
 CONTINENTAL
 DELTA-C&S • EASTERN
 NATIONAL • NORTHWEST
 OZARK • PAN AMERICAN
 PIEDMONT • SOUTHERN
 TRANS WORLD • UNITED

"Your car" will be waiting for you—to save time on local calls... give you more time to do business. Ask these airline ticket agents, or your travel agent, to teletype reservations to the NATIONAL member at your destination. The courtesy, service and dependability of National Car Rental System make it the tops in personal transportation. In principal cities, here and abroad, NATIONAL members are anxious to serve you with clean, easy-driving late model cars... the best in car rental service!

**Write TODAY for a
 National Courtesy Card to
 NATIONAL CAR RENTAL
 SYSTEM, INC.**

1209 Washington • St. Louis 3, Mo.



3 TEST Market TEST

Q How does
Newspaper
COVERAGE
affect
ROANOKE
as a Test Market?

R In Roanoke just about all daily newspaper readers get the Times or the World News. Newspapers of adjoining market areas have virtually no coverage in the 16-county Roanoke market. Duplication between morning and evening newspapers is unusually low.

One of many reasons why
ROANOKE is an
IDEAL TEST MARKET!

ROANOKE TIMES AND WORLD-NEWS
ROANOKE, VIRGINIA
SAWYER - FERGUSON - WALKER CO., National Representatives

Write for complimentary copy of prize-winning brochure. Portrait of A Newspaper Market explaining Roanoke and its test market qualifications. Address Sawyer Ferguson Walker Co., 60 East 42 St., New York 17, N.Y.

To

**Sales Management Subscribers
selling**

PACKAGING

Are you making capital of your membership in the nation's most exclusive buyers "club"...

with its inside track to the men in your customer and prospect companies with a very special interest in packaging — today especially?

Like yourself, thousands of sales executives subscribe to SALES MANAGEMENT, the only magazine edited just for them and their job needs. The passing of the seller's market is forcing them to re-examine every sales aid, even old stand-bys. Today, many have the most important voice in package-buying decisions that result in the purchase of billions of dollars of packaging yearly. But . . . by their own admission . . . the big majority of them are inaccessible—don't as a rule see salesmen.

SALES MANAGEMENT, however, gives you an intimate pull-up-your-chair approach to your fellow sales executives twice each month.

A recent survey among SM subscribers disclosed that

61% *planned packaging changes within the next six months*

79% *have an active voice in determining package design and materials.*

The New Look in Packaging-Buying. It's no secret to you that a big change is taking place in package-buying companies. Today packaging is much more than a laboratory research job and production problem. *It's a sales function.* The package must meet the stern demands of today's relentless competition.

In this self-service era, the package is the only "salesman" the sales executive can be sure of controlling at the point of sale. Point-of-purchase material and shelf position are unpredictable factors. But the package is on the job always—especially since its design, coloring and utility can be integrated with all his other advertising and promotion.

Actually packaging's selling job . . . like the sales executive's . . . begins as soon as the product emerges from the production process. The sales executive must sell the salesmen, distributors and dealers before he can expect to sell the final user. Packaging that sells, including convenient, durable and imaginative shipping cartons and containers, is one of his most effective aids in winning greater product acceptance in the trade.

Sales Management

386 FOURTH AVENUE, NEW YORK 16, N.Y.

333 N. MICHIGAN AVENUE, CHICAGO 1, ILL.

15 EAST DE LA GUERRA, P.O. BOX 419
SANTA BARBARA, CALIF.



THERE'S A "DOLLAR INCENTIVE" for the dealer to elect purchase of a Pangburn fixture with the Pangburn sign atop it. With the sign, this fixture costs \$64.50; without the sign, \$96.75. This unit is dressed for the 1954 Easter season.



FOR SMALLER STORES, there's a similar unit requiring less floor space. Pangburn expects dealers to use fixtures to display other lines of candy along with its own, is content to depend upon its packages to help tip buying decisions in its favor.

What Happened When Pangburn Nixed a Summer Slump Layoff

Thousands of druggists were persuaded to buy and install new and improved display fixtures. The campaign was initiated because management got its back up, refused to accept penalties hot weather brings to candy business.

Early in 1953 the Pangburn Co., Inc., Ft. Worth, candy manufacturers, pondered an annual summer problem: People eat less candy in hot weather; many packing and shipping employees must be laid off.

Merchandise Manager "Spud" Brannan came up with a plan: In spring months redouble efforts to persuade more dealers to install island merchandiser displays. Then the shipping clerks' midsummer time could be used to build and ship the new point-of-purchase fixtures and materials. The plan worked.

Pangburn's executive team saw that such fixtures would fill an urgent need for the retail druggists who represent over 90% of Pangburn's out-

lets. Says Sales Manager Warren Lee: "Though the super market has made big inroads on sales of inexpensive candies, the retail drug store remains gift candy headquarters. To hold this business the druggist must display his packaged chocolates dramatically, preferably in 'island' fashion, making them a distinct department as are drugs, cosmetics and soda fountain."

The fixtures Brannan designed are called "Pangburn's Island Merchandisers"—a name suggesting, to the dealer, the desirability of departmentalizing gift candies. The merchandisers were introduced to Pangburn representatives at a sales meeting in May 1953. Shortly thereafter, the

William E. Jary Co., advertising agency, Ft. Worth, sent an illustrated mailing piece to dealers. Its theme: "With these new display fixtures to keep Mr. and Mrs. Public coming to your drug store for gift candies, you'll outsuper the super market!"

"Results? Dealers bought so many island merchandisers that Pangburn not only kept all regular packing and shipping employes busy through the summer of 1953, but hired extras. Almost 4,000 merchandisers had been sold up to Sept. 1, 1954. As of that date, even with extra employes to help maintain assembly line production, Pangburn was running slightly behind delivery schedule." The new fixtures have materially increased candy sales for the company.

Island merchandiser designs dramatize the western theme of Pangburn's packaging. All have a substantial base of East Texas pine, natural blonde color, with a semi-finished, rustic effect symbolic of the "Golden West." Non-stainable plastic covers look like

"We changed our advertising contract with House Beautiful to a 12-time basis*...

the best reaction comes from House Beautiful readers,"

says THOMAS W. HOGAN, President
Flintridge China Company



THOMAS W. HOGAN



AVALON

Flintridge China Company

MANUFACTURERS OF FINE DINNERWARE

350-380 SOUTH RAYMOND AVENUE, PASADENA 1, CALIFORNIA • RYAN 1-8459

June 1st, 1954

Mr. Richard A. Hoefer, Publisher
House Beautiful Magazine
572 Madison Avenue
New York City, New York

Dear Mr. Hoefer:

I thought you might be interested in knowing why we changed our advertising contract with House Beautiful Magazine to a 12-time basis for 1954, because you see for us the addition was rather an important decision to make.

We felt it the best insurance we could have in keeping our product before the buying public, and that we would be missing a great deal if we didn't make it a 12-times a year contract! Too, with House Beautiful's reputation for having readers with the most interest and "money to buy", we couldn't go wrong.

In addition, House Beautiful expresses throughout the magazine the kind of living to which we feel our Flintridge China is attuned, so naturally the two ought to go together.

Also, in introducing new patterns in our dinnerware line, we always know the best reaction comes from House Beautiful readers.

There you have it, and so we are looking forward to many more years of good advertising results from House Beautiful.

Sincerely,

FLINTRIDGE CHINA COMPANY

Thomas W. Hogan,
President.

TWH/n



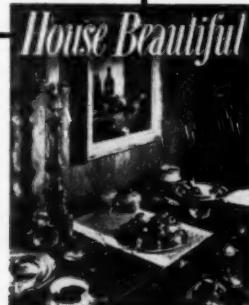
FACTORY REPRESENTATIVE: FRANK M. McNIFF
SALES REPRESENTATIVES: LINN MYERS, INC., 1107 BROADWAY, NEW YORK CITY • A. G. BRENNAN, 125 ELLIS ST., N.E. ATLANTA
T. O. WILLIAMS & SON, 15-117 MERCHANDISE MART, CHICAGO • HENRY CARDOZO, 2310 GARDEN ROAD, PEORIA, ILL.
PAUL H. HILDEBRAND CO., 342-2nd UNIT, SANTA FE BLDG., DALLAS • C. N. ABENHEIMER, 807 INTERSTATE TRUST BLDG., DENVER

*Ed. note: that's every issue

House Beautiful

MAGAZINE

572 Madison Avenue, New York 22, N. Y.



sells
both
sides
of the
counter

Can you spare a day to boost next month's sales?

Yes, it can be done! Hundreds of famous-name companies have increased sales substantially and immediately... with a nominal investment of time and money in a Cappel, MacDonald incentive campaign. Here's how it works:

- You set aside about eight hours to outline objectives, approve plans and spark the campaign with your personal enthusiasm.
- You delegate all planning, details and creative work to specialists in these fields—a service we provide without extra cost.
- You plow back a small part of your incentive-produced profit into merchandise and travel prizes that motivate salesmen, and approve a small investment in printing and postage.
- Then you prepare to report a sales increase at your next board meeting!



This plan is simple, flexible, complete. It has worked for thousands of executives... in manufacturing, wholesale, retail, financial and service companies. It can work for you, if you will take the first step now.

INCENTIVES CAN SOLVE YOUR MARKETING PROBLEMS

Case-studies show sales gains of 20%, 50%, 62%, 105%, even 660%. Smaller but important gains have been won in the face of declining industry trends. Post-campaign volume usually remains at a higher level, because Cappel, MacDonald uses incentives as a sales-training as well as a sales-building tool.

PRIZES ARE MORE GLAMOROUS THAN RECEIPTED BILLS

For extra excitement, offer preferred-guest travel any place in the world. Even "average" men will surprise themselves by winning one of 1,500 nationally-advertised prizes. In a C-M campaign, every man works for the prize he wants most—the prize he has a chance to win.

FREE PROFESSIONAL HELP CAN SAVE YOUR TIME

Seasoned C-M executives will submit a complete plan covering budget, timing, prizes, promotion, methods of stimulating both stars and average salesmen. Promotion specialists will create elaborate mailings and sales meeting material. Other experts will arrange travel, buy and ship merchandise prizes, handle all detail. Planning, service and creative work are free; prizes are billed after your goals are reached—merchandise at wholesale, travel at carrier-resort prices.

For free literature, phone or write to The Originators of Merchandise Incentive Plans, CAPPEL, MACDONALD AND COMPANY, DEPT. C-1, DAYTON 1, OHIO.

CAPPEL, MACDONALD AND CO.

Dayton, Ohio  *Offices in principal cities and Canada*

MERCHANDISE INCENTIVES • PREMIUMS • TRAVEL INCENTIVES

leather, are nail-studded.

There are two models. The "Western's" top is trimmed with leather thongs and lariat rope, and lettered "PANGBURN'S Western Style CHOCOLATES." This fixture is for displays of Pangburn's regular gift boxes. The "Millionaire\$" model topped with Old Man Texas, carries out the selling theme of Pangburn's "Millionaire\$" packages: "If you were a Texas oil millionaire, you couldn't buy finer candies"—than in these 69¢ and \$1 boxes of Pangburn's regular high-grade chocolates.

The company gives the dealer a choice of buying the "Western" model with Pangburn sign at cost-of-building prices ranging from \$39.75 to \$61.50, or paying profit-inclusive prices for the fixture sans sign (\$59.62 to \$92.25). So far every dealer has asked for the Pangburn sign. The "Millionaire\$" model is available only with the sign at \$12.50 and \$15.

Mixed Brand Displays O.K.

"Primarily, we're interested in helping the druggist to departmentalize his boxed candies—ours and any others he carries," says Mr. Lee. "He may use our island merchandisers for all-Pangburn displays or mixed-brand displays. Of course, with our sign atop the fixture, Pangburn's candies steal the show, anyhow!"

Faced with space problems a dealer often takes out a counter to install a Pangburn merchandiser, achieves a more eye-catching display. Some druggists have reported that this change doubled their box candy sales. Others buy several merchandisers, piling them with boxed candies to make a regular department. Some dealers use counter displays, plus the finishing touch of a Pangburn fixture.

Pangburn vigorously merchandises gift-event possibilities of the new display fixtures. Before Easter 1954, the Jary agency prepared a brochure showing Pangburn's Easter packages displayed on island merchandisers. This mailing went both to dealers who had bought the fixtures and to those who had not, the latter being urged to install them in time for dramatic pre-Easter display of gift candies.

The firm designed a truly Texas Easter rabbit—"cowboy" even to his holster with removable, quick-on-the-draw gun—for use atop merchandiser displays of Pangburn's gift packages. Eighteen inches high and made of fine white plush, the rabbit was given by Pangburn salesmen at

their own expense to dealers buying Pangburn's complete Easter assortment, including satin Easter egg boxes, and packages glamorized with satin ribbon bows, realistic Easter lilies or flower corsages. The cowboy rabbit so stimulated pre-Easter sales that a representative's extra commissions usually paid the \$4 wholesale cost many times over. Druggists took orders for the bunny at \$6 retail, bought it from Pangburn's at \$4 wholesale, making the 33 1/3% profit allowed on candy. The night before Easter most stores awarded the display rabbit to the salesperson who had sold the most Pangburn's Easter candy.

"For gift events we always urge our dealers to stock some of the luxurious boxes," says Lee. "Because of the expense of packaging, and the fact that all Pangburn boxes contain regular chocolates, we make no more on de luxe designs than on standard ones."

The new island display fixtures, plus promotional efforts, brought

The Gift Or the Wrappings?

"It's no news to you that even cheese is gift-wrapped for Christmas giving. But here is a velvet box containing not a gleaming pearl brooch . . . but a new set of false teeth! . . . Your job and mine is to merchandise our goods so as to stimulate profitable sales. There's a growing trend toward luxury gift boxes for products not usually associated with this type of packaging."—MILTON WEILL, president, Arrow Manufacturing Co., to Merchandising Executives Club.

Pangburn a 10% sales increase over Easter of 1953. And a sizable large proportion of this business was on de luxe packages.

Following introduction of the island merchandisers last year, the company wrote to customers asking their reactions to the new display fixtures. More than 60% replied, their comments ranging from "Certainly has improved the appearance of our candy department," to "Your merchandiser has doubled candy sales for us."

Some of the most enthusiastic dealer comments were quoted in a mailing piece sent to customers not yet owning the new fixtures. The End

more circulation . . . IN TEXAS than any other newspaper



The Fort Worth Star-Telegram has long been a leader in newspaper circulation in Texas

This leadership continues to grow, and as it does more readers become prospective customers for advertised products.

Since the ABC Publisher's Statement for September 30, 1953, the circulation of the Daily Star-Telegram (morning and evening combined) has increased 4,811. During the same period Sunday circulation has increased 10,258. Latest figures based on ABC Publisher's Statement for March 31, 1954.

It is easy to understand why the circulation of the Star-Telegram has continued to mark up substantial increases in both Daily and Sunday circulation when you realize that the Fort Worth Market has shown outstanding growth in population. Sales Management estimates that 2,008,400 people live within the Fort Worth market. Of this number 458,300 reside in the Metropolitan area.

The Fort Worth Star-Telegram is an influencing factor in the minds of these people. They look to the Star-Telegram for news and your advertised products.



FORT WORTH STAR-TELEGRAM

AMON G. CARTER, Publisher
AMON G. CARTER, JR., President and National Advertising Director

LARGEST CIRCULATION IN TEXAS
Without Use of Contests, Schemes or Premiums — "Just a Good Newspaper"



SALES DOUBLED when Vaco found a way to help the dealer make selling sense out of his big-family stock of screw drivers. This display proved to be a powerful stimulus to impulse sales. Customers buy more often when they have option of selection, when they can handle and "heft" a tool.



SAUCE FOR THE GOOSE, ETC. First, doubled sales on screw drivers, then tripled sales on chisels. Obvious conclusion: The same idea can be used to sell Vaco's line of pliers. It works.

Hang Out Your Wares . . . And Hoist Your Sales!

Utility products. No inherent display value. Many models, many markets. One effective display idea brings order out of chaos for Vaco and hikes the turnover rate for dealers.

Develop a logical display idea, and you can enjoy a sharp upturn in volume—even if your product is a utility item with little merchandising color of its own.

As a case in point, there's the experience of Vaco Products Co., Chicago. The firm makes screw drivers, solderless terminals, Swedish steel chisels and pliers. The line includes 200 different types and sizes of screw drivers, 24 models of pliers, and almost that many kinds of chisels.

Because these tools have such wide application, the company has 10,000 jobbers on its list . . . hardware, automotive, radio and TV, electrical, mill supply. To some degree the needs of the dealers in these fields vary. The problem: What could be done to get better treatment for Vaco tools at the point-of-purchase . . . what basic merchandising plan could be developed, modified to meet the

needs of the several kinds of retail outlets?

Vaco found the answer in a specially-designed Vari-Board constructed from Masonite. It was introduced in 1952 when the company realized the line of screw drivers had grown to the point where there was a product for almost every conceivable mechanical requirement. What Vaco needed was something to clear up the confusion—and, at the same time, better display for chisels.

So came the Vari-Board. It doubled screw driver sales, tripled the volume on chisels. Now it's been adopted for pliers. (See photo.)

The Vari-Board for pliers was made available to Vaco jobbers last March when the company introduced its plier line. Following the same idea used for screw drivers and chisels, each style of plier has its special place on the board. The stock number, de-

scription and selling price are prominently displayed.

"Pliers are impulse items," says Roy Vetzner, Vaco sales manager. "They can be sold any day of the week. Therefore we suggest to jobber salesmen that they get permission to set up the display in a prominent place in the retailer's tool section. It's so colorful that it brightens up what is often a rather drab section of the store."

Vaco is a firm believer in letting the customer pick up the tools, handle and "get the heft" of them. "If the pliers or screw drivers or chisels were in a glass case," Vetzner says, "the customer might glance down, pause a moment and continue on his way. If these tools are put within easy reach, he can take one off the rack, examine it without anyone bothering him, and he often has the impulse to buy. This has been proven time and again."

How about pilferage? Vaco distributor salesmen have the right answer to this dealer question. "Look at Woolworth, Kresge, Penney or Sears retail stores," they explain. "All merchandise is within easy reach of hordes of people—and shoplifting is one of their lesser worries."

There has actually been very little pilferage from Vaco boards, and dealers are beginning to recognize the wisdom of merchandising tools in this manner. Some have carried the idea further, covering an entire wall with

**Another FIRST
for
Sales Management**

Most of the pages in this issue are "scored" at the inside margin so as to make it easier for you to detach them for filing. The exceptions are where plates bleed into the gutter. We believe it's the first issue of any American magazine to be so perforated for the greater convenience of readers.

Whether it remains an experiment or becomes an every-issue feature depends upon subscriber reaction.

Do you like it enough to tell us so?

Philip Salisbury, Editor
SALES MANAGEMENT
386 Fourth Avenue
New York 16, N.Y.

Masonite pegboard and displaying samples of any tool which is not too heavy.

Five Vari-Board assortments are offered. The master assortment carries 24 different plier styles and is tailor-made for any volume sales outlet in hardware, radio, automotive or mill supply. Four additional boards carry the fastest selling numbers for specific trade requirements.

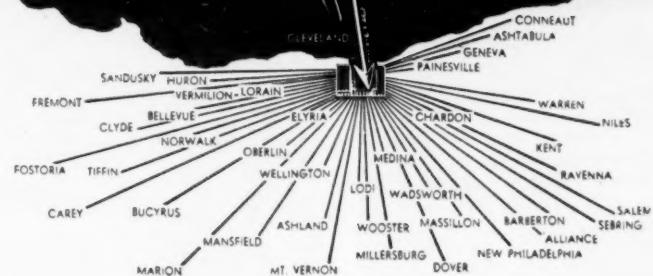
Vaco makes available without charge to its jobbers and dealers both wall and counter styles. For dealers who can't find space for a board unit, Vaco offers a Vari-Board shelf with brackets which can be hung on a door or a pillar or elsewhere.

The master Vari-Board for pliers is 24" x 24". Smaller ones for automotive or radio assortments, for example, measure 24" x 12".

Since all plier Vari-Board shelves are drilled alike so that any Vaco plier fits in any set of holes, dealers, if they choose, can build their own plier display with Vari-Board shelves and backboard. The board is furnished to dealers free of charge with an order for three each of 12 different models of pliers.

Probably to come: a Vari-Board assortment of tools for the do-it-yourself home owner. **The End**

DIRECT HIT!



**Only the Cleveland Plain Dealer
radiates results in a 2-for-1 market
of over \$5 Billion!**

If you're on the lookout for a smart space buy, you're right on the target when you choose the Plain Dealer. Only this newspaper gives you two markets for the price of one. Greater Cleveland PLUS the 26 adjacent counties! Here's an area strategic to any advertiser . . . an area with an effective buying income of over 5 billion dollars. You aim high at low cost when you cover Cleveland and Northern Ohio with the Plain Dealer.

	(Cleveland) Cuyahoga Co.	26 Adjacent County Area*
Total Retail Sales . . .	\$1,976,290,000	\$1,625,161,000
Food Sales	522,053,000	403,545,000
Gen. Merchandise Sales .	279,064,000	128,040,000
Drug Sales	63,158,000	38,554,000
Furn., Hsld., Radio Sales	100,473,000	73,949,000
Eff. Buying Income . . .	2,998,757,000	2,333,759,000

*Akron, Canton, Youngstown not included.
Figures—Sales Management Survey, May, 1954

**CLEVELAND
PLAIN DEALER**
Cleveland's Home Newspaper

Cresmer & Woodward, Inc.
New York, Chicago, Detroit, San Francisco, Los Angeles, Atlanta



...before it TALKS

...is the way our doctors put it—"Our chances of curing cancer are so much better when we have an opportunity to detect it *before it talks*."

That's why we urge you to have periodic health check-ups that *always* include a thorough examination of the skin, mouth, lungs and rectum and, in women, the breasts and generative tract. Very often doctors can detect cancer in these areas long before the patient has noticed any symptoms.

For more life-saving facts phone the American Cancer Society office nearest you, or write to "Cancer"—in care of your local Post Office.

American Cancer Society

HELPFUL IDEAS

**Too Many Items in Your Line?
We Cut Ours from 207 to 38**

By A. A. Togesen,
V-P in Charge of Marketing,
Bulldog Electric Products Co.

Skippy Stakes All on TV

Why has Skippy peanut butter thrown its entire ad budget onto a 57-station TV network?

In Sales Management
Oct. 15

TOOLS FOR SELLING



SKF takes the mathematical mystery out of roller bearing presentations, puts the show in a demonstration kit.



Sell Improvement That Prospects Can't See

What do you do when your claims are hard to believe?

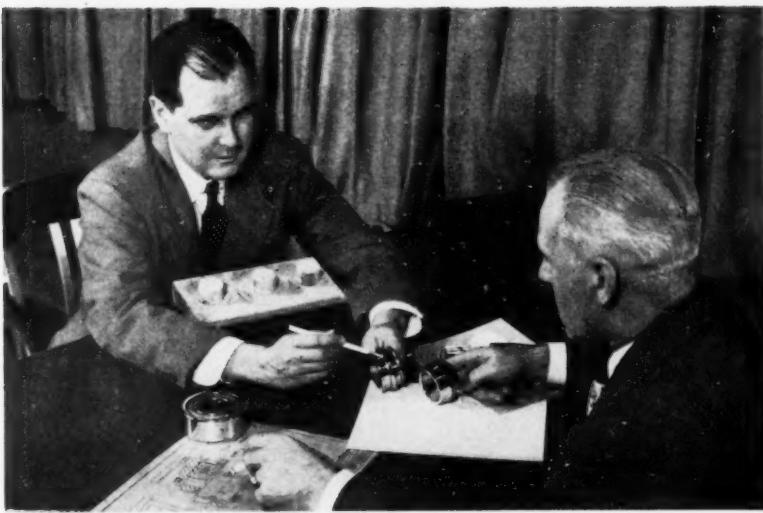
SKF Industries, Inc., Philadelphia, ran headlong into this problem when it produced its "Type C" spherical roller bearing. It looks like any other spherical roller bearing. It was difficult for anyone to grasp the significance of *internal* change.

With "adroit mathematics" SKF announced the new bearing in national advertisements. Here were improvements, the advertisements pointed out, that increased bearing life from two to three-and-a-half times, and increased capacity 50%.

Hard to swallow, this story? So

SKF decided to show the story in "parts." It set to work to produce the "C" bearing kit to show distributors the new design features and to explain what each change meant when measured in production or operating life. It had to show how a manufacturer could make use of the increased capacity of the bearing by using a smaller bearing to make products lighter—and less expensive.

The "C" kit consists, simply, of the new bearing, the old type inner ring, and the new, improved inner ring. Chrome plated for appearance and for protection from rust, all parts are encased in a deep maroon carry-



Out of kit and on prospect's desk, bearing features are explained by salesman. Here, "wider contact" point is made.



Comparison of old style and new style bearings is much more dramatic than merely quoting production, operating statistics.

ing case, which is light and handy.

When the SKF salesman slips off the lid and places old and new inner rings on end, inside differences between the two are readily apparent. Increased width of rollers can be demonstrated by placing the longer roller from a "C" bearing against the old inner ring groove.

Satisfied that the "inside" story would sell what couldn't be seen on the outside, SKF ran a series of advertisements in industrial business papers illustrating a salesman using the kit. These advertisements brought in many live leads—soon converted to sales—and aroused considerable

interest with regular accounts.

Thus, by literally turning the "C" bearing inside out—by clearly demonstrating its internal design—SKF proved its product's superiority. It won a great deal of favorable comment from its own sales personnel.

Because the kit worked, SKF solved the same problem for its "SY" pillow-block. Until a "breakdown" kit was devised for the latter product, prospects could not be shown internal design features.

Cases for "C" bearing kits and the pillow-block were produced by General Exhibits, Philadelphia. Each kit cost SKF less than \$10.

"KNICKERBOCKER" A Case of Good Judgment for Over 54 Years—



SALES CASES THAT HELP YOU Sell!

Write, wire or call today for catalog or additional information.

If we don't have your choice in all cases, design and manufacture a case to your specifications—

- A display case in itself.
- All cases designed for easy carrying—
- The world's largest selection of specialty sales cases, portfolios and luggage—

(Specialty designed FURNITURE CASE illustrated holds up to 10 fabrics—width of case) 8" x 10" fabrics shown conveniently without obstruction—1" pocket extending across case holds photographic and books—size 16½" x 12" x 4½"—in waterproof, tough DuPont Fabrikoid.)

We will submit a catalog of luggage, business portfolios, brief cases, etc.; or send us samples of your merchandise and literature, etc., to be carried by your salesmen. We will submit drawings of suggested cases without any obligation or charge.

KNICKERBOCKER CASE CO.
678 North Kingsbury St. Chicago 10, Ill.
Dept. SM



getting
leads
for
salesmen
one of your headaches?

Then you'll want to get the facts on our kind of Sales Letter—with the built-in reply card.

You'll be joining a mighty impressive list of blue chips, too, who've learned that the built-in reply card boosts responses, lowers selling costs!

One-stop service for creative printing and mailing saves your time—keeps you busy planning instead of just picking up loose ends.

Why not send now for more information and samples of recent successful promotions?



SALES LETTERS

Incorporated

250 W. 49th St., New York 19
Telephone Circle 6-0843

**SELL
SELL
SELL
SELL...**



MORE WITH A

Viewmaster*

The Easel Portfolio That Displays One Sheet at a Time

As each sheet is viewed, it is flipped over the top. Special construction allows all sheets to lie perfectly flat without expensive cloth hinging. Loose leaf.

Simply lift Viewmaster by the front cover and the automatic easel sets it up firmly.

Carried in stock in four sizes.

SEND For Full Line Folder

Sales Tools, Inc.

1704 W. Washington, Chicago 12

ORGANIZATION CHARTS

made quickly, easily, cheaply

with CHART-PAK

Pre-drawn Components

A NEW system of pre-drawn, adhesive-backed rectangles which can be typed and written on easily—and rolls of line tape—which indicate flow of authority.

These rectangles and lines are mounted on reusable Chart-Pak plastic charting boards. It's so simple that it can be done by anyone in the office.

The resultant charts may be used as they are; photo-copied, printed for duplicate copies or easily changed.

The price of a complete kit which contains 900 rectangles in 19 assorted sizes; 7 patterns of tape, solid, broken lines and arrows; and a tape knife, is \$23.00. Plastic chart boards are extra, priced according to size from \$4.50.



To order, or for further information on this, and other Chart-Pak systems, send the coupon in now!

11177

CHART-PAK, INC.

100 Lincoln Ave. • Stamford, Conn. • Dept. 95J
 Please send one Organization & Flow Chart Kit at \$23.00. Check enclosed.
 Please send information on Chart-Pak Kit for Organization & Flow Charts.

Name _____

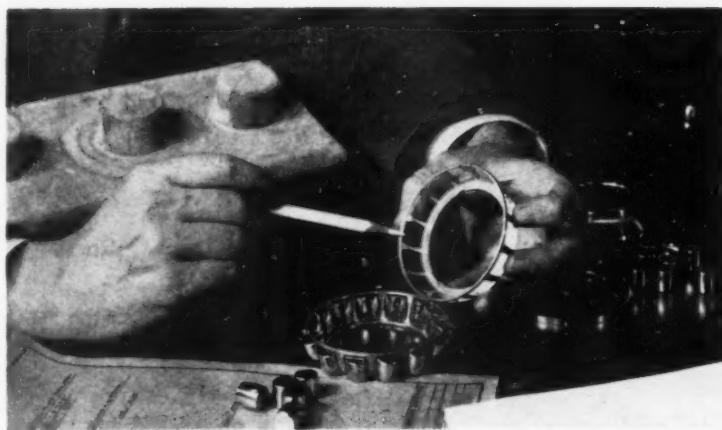
Company _____

Address _____

City _____

State _____

TOOLS FOR SELLING (continued)



Above, SKF bearing gets turned "inside out" to explain features.



Left, a second kit, for pillow-block housing, is in use—after first kit's whopping success.

Below, prospect gets briefed on capacity of bearing. Kit cost \$10.



ONLY THE DALLAS NEWS COVERS THE DALLAS MARKET!

Fully effective merchandising of big Texas' biggest market — the 72-county Dallas Market — demands no less than the complete coverage of Texas' largest daily newspaper: The Dallas Morning News!

TEXAS' LARGEST DAILY NEWSPAPER
The Dallas Morning News
CIRCULATION 192,229 • SUNDAYS 200,701
Publisher's Statement: March 31, 1954

Houston Chronicle (E) — 190,568 • Houston Post (M) — 188,857
Dallas Times Herald (E) — 155,852 • Fort Worth Star Telegram (E) — 129,513
Houston Press (E) — 124,256 • Fort Worth Star Telegram (M) — 116,880
San Antonio Light (E) — 101,992 • San Antonio Express (M) — 72,144
San Antonio News (E) — 63,668 • Fort Worth Press (E) — 54,246

CRESMER & WOODWARD, INC., National Representative • New York • Chicago • Detroit • Atlanta • Los Angeles • San Francisco

OCTOBER 1, 1954

105

ORLANDO vs. ST. PETERSBURG (St. Petersburg, Florida, that is)

	Orlando	St. Petersburg
Population	Fifth	Fourth
Gross Bank Deposits	Sixth	Fourth
Per Capita Bank Deposits	Third	Sixth
Per Family Bank Deposits	Fourth	Eighth
Post Office Receipts	Fourth	Fifth
Per Capita Post Office Receipts	First	Ninth
Retail & Gen. Mdse. Sales	Third	Eighth
Per Capita Wise Sales	Third	Tenth
Per Capita Automotive Sales	Second	Eleventh
Per Capita Food Sales	Sixth	Eleventh
Per Capita Apparel Sales	Fifth	Eleventh

BUYING POWER \$5,522. \$3,974.
(Per household spendable income)

ORLANDO IS THE 4TH. FLA. MARKET!
*U. S. Dept. of Commerce

Orlando Sentinel-Star
Orlando, Florida

Nat. Rep. Burke, Kulpers & Mahoney

ORCHID PROMOTIONS ARE TERRIFIC!
INCREASE TRAFFIC, SALES, PROFITS FOR PENNIES
YOUR DIRECT SOURCE

ORCHIDS OF HAWAII, INC.

Dept. 5-10, 54 West 56th St.
New York 19 • Tel: JUDSON 6-8950
Growing Fields & Packing Plant: Hale, Hawaii

BECOME AN EXPERT **SALESMAN**

Key salesmen earn \$5,000 to \$10,000 a year and up. Thousands more well-trained, well-motivated men have learned the secret thoroughly, in spare time at home. Low cost, easy terms. Nearly 50 years' experience—over 200,000 salesmen trained. FREEE 22-PAGE BOOK, "Salesmanship, the Power that Wins Success," tells how to become an expert. Write now for more information on large earnings in this profitable profession. Write TODAY.

LASALLE Extension University, 417 So. Dearborn St.
A Correspondence Institution • Dept. LS818, Chicago 5, Ill.

THE PRINTSLY GIFT

Choose, use
**DELA NO
PRINTS**

DELA NO STUDIOS
31 East 18th Avenue
Denver 2, Colorado

Send for folder, Q.P.'s. On your letterhead please.



Mink... for incentive charm

If it is up to you, Mr. VP, to maintain sales records, you can't beat the incentive value of mink and other nice furs for achievement awards, good will tokens, gifts. Learn how a mink-provoked impact can stimulate sales and improve public relations. Write for catalogue, "Furs in the News". As resident fur buyers and wholesale distributors we supply your every need; every garment guaranteed as represented.

VICTOR ASSELIN FUR, INC.
363 7th Ave., New York, RR 9-8830

WORTH WRITING FOR...

Booklets, surveys, market analyses, promotional pieces and other sales literature useful to marketing executives.

The East St. Louis, Ill., Market:

Market data compiled by *East St. Louis Journal*, which reveal that this city is distinctly separate from St. Louis, Mo., divided by the Mississippi River and a state boundary, separate city government and that population interests differ politically, economically and socially. St. Clair County in which it is located is the largest Illinois market in food sales (outside Chicago Metropolitan Area) —\$57,015,000; largest in automotive sales—\$46,125,000; largest in filling station sales —\$16,183,000; third largest in total retail sales —\$215,784,000; 126th largest in the U.S. in Net Effective Buying Income—\$326,587,000. The city of East St. Louis ranked 7th in Illinois city retail sales in 1953—\$117,372,000; 8th in filling station sales—\$6,072,000; 6th in automotive sales—\$27,526,000; 6th in food sales —\$28,909,000. Included are data on what has been happening to East St. Louis newspaper circulations; findings of the Doody survey of daily and Sunday newspaper buying habits among East St. Louis and suburban residents. Write to Edwin Backs, Advertising Manager, *East St. Louis Journal*, East St. Louis, Ill.

for the 24 counties totaled up to \$175,533,000 — more than Nevada and Wyoming together. Write to Jack Abernathy, Promotion Manager, Station WSJS-TV, Winston-Salem, N.C.

Travel Prizes for Top Sales Producers:

Outlines of over a dozen trips and a book of merchandise prizes (at wholesale) for top-winners and their wives and all runners-up, presented by Lloyd Maritz enterPRIZES, which has merged its facilities with the services of Todd Enterprises to make up a one-package deal which gives the answer to "Where in the world do you want to go with your sales objectives?" There are descriptions of a Bermuda House Party; Hawaiian Holiday; Springtime in Paris; Las Vegas-Los Angeles-San Francisco House Party; Round the World House Party; Calypso Caribbean Caravan House Party; New York City; Miami Beach; Mexican Fiesta House Party; French Riviera-Paris-Madrid House Party; Nassau Convention Trip Proposal; Caribbean Calypso Caravan Convention Proposal. The prize book includes pictures and descriptions of more than 2,000 merchandise prizes. Write to Lloyd Maritz, President, Lloyd Maritz enterPRIZES, 411 N. 10th St., St. Louis 1, Mo.

Winston-Salem, Greensboro and High Point, N. C.:

Market facts compiled by Station WSJS-TV. The twin counties of Forsyth and Guilford, in which these cities are located, form the core of a 24-county major market with 1,303,700 people with an estimated buying income of \$1,543,515,000. Two out of every three families own television sets. With a total net E.B.I. of \$549,412,000, the Forsyth-Guilford combine is richer than Metropolitan New Bedford, Mass.—69th in the nation. In 1953 these two counties had 14,713 consumer units with incomes over \$7,000. Winston-Salem and Forsyth County form the nation's top center for the manufacture of tobacco products. In the manufacture of textile mill products, Forsyth is 29th and Guilford is 8th nationally. Guilford is 13th in furniture making. Forsyth is 40th in the manufacture of electrical products. In total manufacture, Forsyth and Guilford hold down the 86th and 95th slots. 1953 gross farm income

Appleton-Neenah-Menasha Consumer Buying Habits:

Seventh annual study of the Fox Cities City Zone Market, made by *Appleton Post-Crescent* in cooperation with the Medill School of Journalism, Northwestern University. An urban community of 24,028 homes, it is the largest market in Wisconsin north of Milwaukee. For example, 86% of the families own their own homes; one out of every four owns a fully automatic washing machine; oil heat has increased from 38% in 1950 to 61% in 1954, while coal has dropped from 58% to 30%. The report covers brand preferences for 83 different product classifications, including grocery and food items; drugs and cosmetics; beer, wines, liquors and soft drinks; cigarettes; home appliances (including television); automobile ownership; life insurance

ownership; travel and vacation habits; shopping habits for grocery and drug items (where and when); family size; occupations; newspaper readership. A valuable part of the study is the grocery, drug and department store inventory check. Distribution is shown for each brand in both chains and independents, as of April 10, 1954. Write to Kenneth E. Davis, Manager of General Advertising, Appleton Post-Crescent, Appleton, Wis.

Nebraska and Western Iowa Market: 1954 circulation analysis of *The Omaha World-Herald*, covering 103 counties—a market of 1½ million people with \$2 billion to spend. It covers circulation growth from 1941-1954; total daily and Sunday circulation; RFD daily coverage; Omaha-Council Bluffs Retail Trading Zone circulation and coverage; town and country circulation breakdown, daily and Sunday; alphabetical listing of Nebraska-Iowa towns. Write to David Lindsey, National Advertising Manager, *The Omaha World-Herald*, Omaha, Neb.

Super Market Buying and Magazine Dollars: Findings of a survey conducted by Crossley, Inc., for *True Story* magazine. It is a study of what super market buyers buy and read, based on interviews with customers of five super markets in Indianapolis, Ind., and six in Rochester, N.Y. It is reported to be the first study to be devoted entirely to reporting actual sales potential of various product categories in terms of the cost per advertising dollar. The survey is derived from a check of 132 different product types; 855 home interviews to check magazine readership; inventories of 855 baskets of groceries. These magazines were studied: *True Story*, *Good Housekeeping*, *Ladies' Home Journal*, *McCall's*, *Woman's Home Companion*, *Collier's*, *Life*, *Look*, *The Saturday Evening Post*, *American Home*, *Better Homes & Gardens*. One section outlines basic data on purchases made, such as number of units bought, price paid, sales potential per advertising dollar, etc., for seven major product categories. Within the categories, 13 important food groups were studied and reported in a second section. Section three tells how to increase magazine coverage of the market for seven major categories. Write to Gene Waggaman, Sales Promotion Director, *True Story*, 205 E. 42nd St., New York 17, N.Y.

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Meet Judge Barnes, Trust-Buster

What manner of man will pass on the pending Bethlehem Steel-Youngstown Sheet merger? How does his administration of the Antitrust Division differ from that of Truman's appointee? Is repeal of the Fair Trade Act in wind?

BY JEROME SHOENFELD • Washington Editor

Stanley N. Barnes, chief of the Antitrust Division, Department of Justice, may prove one of the toughest prosecutors ever to fill the post, even if sundry Cabinet members forever beg advice from the very persons he investigates—heads of the biggest companies.

A Washington lawyer who specializes in Sherman Act cases says that Barnes runs the Division better than anyone he can remember.

"Tremendous improvement!" exclaims a holdover from the previous administration, himself a New Dealer. Barnes does not claim these

things. He can't brag, not even before an appropriations committee. Diffidently he describes changes he's made, hopeful that some will work —will result in stricter enforcement.

Yet, the way things are going, tough enforcement may scarcely be noticed as waves of company mergers wash over and around it. Faster than Barnes can investigate come first the sudden rises in prices of this and that stock, then the announcements of consolidations explaining them. It could happen that, with all its improvements, mergers will engulf the Antitrust Division.

Naturally, this worries Barnes. He is critically examining at least two pending mergers: Bethlehem Steel Co. with the Youngstown Sheet & Tube Co.; American Woolen Co. with Robbins Mills, Inc., and Textron, Inc. The Senate Small Business Committee has flagged the Division to look into others: the Hilton and Statler hotel chains; Corn Exchange Bank & Trust Co. and Chemical Bank & Trust Co., New York City; The B. F. Goodrich Co. with the Sponge Rubber Products Co.; Hart Schaffner & Marx with Society Brand Clothes, Inc.

Barnes has invited those planning company mergers to ask his opinion. Sometimes, he even admits in writing that the amalgamation won't draw immediate suit, carefully pointing out that he isn't binding his department forever.

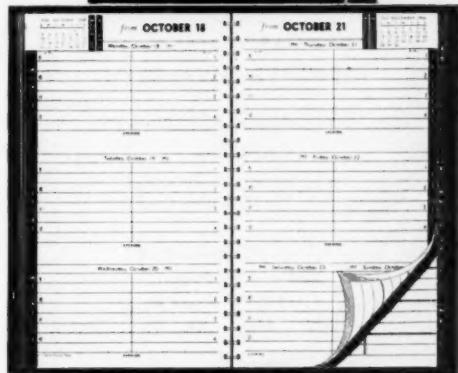
Some consolidations are fine and, far from objecting, Barnes applauds them. For Packard to merge with Studebaker, Hudson with Nash, Kaiser with Willys Overland dimin-

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WEEK-AT-A-GLANCE

Your company's name or trade mark beautifully reproduced on the cover of a Nascon Week-At-A-Glance book, in gold or color, will promote sales and good will for you every day of the year. In fine simulated or genuine leather, Week-At-A-Glance provides for a full week of appointments and memoranda at a glance plus an alphabetical index for addresses and telephone numbers. Pages containing your sales copy, product illustrations, etc., can also be printed and bound into the Week-At-A-Glance fillers to tie-in with particular months or seasons.

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*Not just during
the Holiday Season . . .*

but all through the year, give memo books to your customers—distribute them at meetings, conventions and your trade shows. Have your salesmen give them out on their calls or insert them with your mail.

With your ad gold-stamped on the front cover and additional advertising copy printed on the inside of the cover, these memo books put your name right in the hands of the people you want to remember you.

Available in various colors and grains of genuine and imitation leather. Tell us how many you can use and we'll send a sample and give you full cost information by return mail.

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XMAS GIFTS WHOLESALE!

BUSINESS EXECUTIVES! More than 2,000 nationally known products now available to you at wholesale prices! Clocks . . . pens . . . wallets . . . radios . . . watches . . . appliances . . . jewelry . . . advertising specialties . . . and many other items suitable for

XMAS GIFTS! INCENTIVE AWARDS!

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ishes the heights from which General Motors and Ford tower over the rest of the automotive industry.

For months Barnes has been watching those two leaders. If there is something illegal about their growth, the government, of course, will file, even though Secretary of Defense Charles E. Wilson was president of General Motors Corp. The old way would have been by massive brief describing, at the very least, the history of the world, demanding nothing less than dissolution of the companies, capturing eight-column headlines for an afternoon. Barnes, more likely, would set down clear-cut violations which he would ask the court to stop.

The Division is investigating whether there is a tie-in between newspapers and the American Association of Advertising Agencies: the 15% commission, among other things, to accredited agencies but not to companies that want to buy space direct. From the way Barnes operates, it is reasonably safe to forecast: Should he find violations, he won't charge vast conspiracy—the kind that would keep his division in court for a generation. He would file lots of small complaints, each humdrum, definite and swiftly proved.

Again, the division is studying the refusal by some newspapers to accept discount house advertising. His complaint, if he files one, will specify events and dates.

Barnes did not make these forecasts; an enforcer of the law doesn't show his hand. He will tell you how he operates. It resembles the way of a merchant who aims at fast turnover, doesn't allow his wares to grow stale. Letting cases rot in court is what Barnes most wants to avoid. The longer a suit drags on, the smaller the chance of winning it.

Dislikes McGuire Act

Here are a few more things he's doing:

1. Like any Antitrust chief, he wants to strengthen the statute. Although he dislikes the McGuire Fair Trade Act, he may not make any recommendation that the next Congress scrap it. That's a question for the Attorney General's Antitrust Study Committee, which will report early next year.

2. He collects more fines from those violating court orders. An antitrust decree should stick.

3. When he spots new violations, he tries to settle without going to court. But, he sadly confesses, he does have to file pretty often. It was Barnes, not a Truman appointee,

who brought charges against American Can Co., American Smelting and Refining, The Cincinnati Milling Machine Co., United Fruit Co. United Fruit is charged, in effect, with practically running the banana industry.

4. He wins cases. Recently, the Division licked United Shoe Machinery Corp. which had been sued on and off since 1914, usually managing to return unharmed from court. The complaints, listing of which takes books, add up to a charge of a monopoly over shoe machinery, which supposedly has been broken.

When Barnes came east from California and on May 1, 1953 took over the Antitrust Division, he half expected he would have to do what he most dislikes: turn the Division inside-out. He studied the suits it had filed. He did not, as many expected, drop them wholesale; indeed, he scarcely dropped any. Nor did he discover that the Division had trumped up bad cases, perhaps playing politics. What he found was that insofar as the Division scheduled lawyers' time at all, it did so badly. Vast suits had been undertaken while old ones lingered. Neglect in enforcing court decrees had dissipated hard-won victories.

Cynics Were Fooled

For awhile, there was in effect a moratorium on new suits. Cynics expected it to be permanent. Barnes wanted to get rid of old cases first. A Judge himself before taking the Division, he studied the courts' crowded calendars, estimated effects of the jam on the tempers of his old colleagues. While he studied, complaints to the Division piled up. But an unrecorded complaint stays fresh.

Early in his administration, Barnes said that he wanted "hard core" not "peripheral" cases, without explaining the difference. People got happy ideas. Could a manufacturer disguise his violations as merely peripheral? Lawyers and businessmen swarmed to his office. Every case, as they described it, was peripheral.

As Barnes explains, his distinction lies more in how a suit is filed than in its substance. His favorite illustration is the allegation of an elaborate investment bankers' conspiracy, which allotted among members the country's railroads, utilities, manufacture, forcing a given company to finance only through its fated underwriter. For years, Division lawyers read letters, statistics, banking contracts into the already bloated court record. Finally, Judge Harold Medina, without waiting for Wall Street to defend itself, threw out the whole case.



Here at last is a Whiteboard Easel that truly measures up and replaces the old fashioned blackboard. With its huge paper writing pads, this Giant offers you a multitude of advantages for every type of meeting and conference. Its writing surface is almost twice that of our standard model easel. And yet, this Giant folds up smaller—in just 7 seconds. It's all aluminum but worth its weight in gold.

Write for detailed literature.

ORAVISION COMPANY, INC.

Factory & General Offices
Box 609 Station A St. Petersburg, Fla.

"If you charge so much," Barnes commented, "you can't help yourself—you must produce an enormous amount of evidence while the judge gets more and more impatient."

Barnes, in contrast, looks for a "hard core" act, in which anybody on the bench will recognize a violation, preferably a simple one. His prescription: Choose actions that, however unimportant they may appear, are vital to the conspiracy you want to stop. Don't load them into a single case, but file as many as you need, with no timidity about large numbers. Each time, ask for some simple relief, not the world.

One of the few inherited cases Barnes withdrew violated all of his precepts favoring simplicity. It was an ancient one against Armour & Co. and other packers, started years ago when the Division got why-don't-you-do-something-about-this letters from retail and wholesale butchers. First, the Division fitted this indignation into 10 tidy suits. Instead of leaving it that way, it repackaged them into a single complaint—as if prepared to sit in court forever. As the court record swelled, the judges, weary of so much testimony about the uncertain past, ruled out all evidence before 1932. Unfortunately, all the documents supposed to prove the beginnings of the conspiracy bore the proscribed dates. For Barnes, the veto was the last straw. He threw in the towel.

Throw the Book

A former Division lawyer explains why big cases are sacred to prosecutors: If you throw the book at the defendant, he is caught on one attack as he repels another. Something may stick. Again, Government cannot prosecute every violator. By choosing cases which are sure-fire headlines, it can create an exaggerated impression of its vigilance. Police have worked that way—in enforcing prohibition, price ceilings, local vice laws.

"The people in the business," Barnes asserts, "will hear about a small case, too."

Enforcement depends not only on how you frame cases but on how you select them. You cannot go to court every time you suspect somebody, or even every time you're dead sure your suspicion is well founded. There's the matter of money: the Bureau of the Budget cut the Division's appropriation for the year starting July 1 by 10% to \$3.1 million. In the last year there were about 1,000 complaints, up approxi-

mately one third from the year before.

Barnes feels that the Sherman Act aims primarily at two things: price-fixing, devices to keep new people out of a market. He won't say that other violations may not develop. For the present, these two provide enough trouble.

Most cases arise now, as in earlier administrations, in response to indignant letters. To decide whom to sue, you read the mail. If there's an increase in complaints about a given industry or within some geographical territory, Barnes puts his staff to investigating. Like Federal Trade Commission, Antitrust uses economists, but in the Division their work ends, as well as starts, with helping to select cases. They help to judge whether people are hurt, what corrections can be made. Lawyers manage the trial.

String Out a Case

Barnes knows what will string out a case. He cites the FTC's celebrated hearings on cement sales and the methods of charging freight which ran to 50,000 pages. He asked the lawyers what dragged it on so long; they told him that there was much testimony and documentation of the kind called "economic." In a case before Food and Drug Administration—Atlas Powder Company's use of chemical emulsifiers in bread—he found thousands of pages arguing the significance of experiment.

Several years ago, the idea got around that a company might violate the Sherman Act simply by existing. That would happen if it grew too big. A company, says Barnes, is entitled to whatever growth it's capable of—adding, however, that, in time, size will mark it for suspicion. It is just in the nature of things that a big company is watched.

Generally, new officials in Government share an incapacity to talk about what they're doing without almost openly begging for admiration. They like to please. When they address luncheon clubs, they may say what will be applauded rather than what is important for the audience to know.

If Barnes charms people, which he certainly does, it is through sheer indifference to the personal impression he makes. He says what he thinks is worth saying. Of the dozens of subjects he might have selected for a recent address before the American Bar Association, he chose to discuss the habit acquired by some lawyers of destroying documentary evidence which might indict their clients. A



It's How You Serve Not What You Sell

Dallas, Texas—Early this spring, A. J. Airolidi, who sells metal buildings here, was just about ready to cancel his newspaper advertising.

Airolidi Metal Products had been running seven column inches weekly on the Dallas Times Herald business page, using stereotyped line drawings of buildings and generalizations about the product. The ads simply were not pulling.

Then a Times Herald representative suggested increasing the size and featuring local installations, showing particularly how custom-built office units could dress up the metal structures. It was a shift in emphasis from what Airolidi had to sell, to how Airolidi could serve.

The new series clicked from the start. Inquiries tripled. Business boomed, and today Mr. Airolidi regards newspaper advertising as a "most vital" element in his progress. A doubled schedule is in the offing.

All any newspaper can offer its advertisers is interested, constructive service and action-provoking readership as measured not only by circulation but by specific reaction.

How the Times Herald serves its advertisers is illustrated by the story above. As for circulation, the March 31, 1954, ABC Audit's one-day count lists The Times Herald total net paid as 163,299 daily, and 166,279 Sunday. In Dallas County, the Southwest's Blue Chip Market, The Times Herald reaches in excess of 25,000 more families daily, and 28,000 more Sunday, than any other newspaper.

The Times Herald is represented nationally by The Branham Company.

(ADVERTISEMENT)



(His business paper . . . of course)

To shoot par in business today, you've got to follow through on your business reading. That's why the **Best Informed Men in your Field** really read their business paper—and read it cover to cover.

With the going made rough by tough competition, changing regulations and swift improvements, there's no other place where you can get so much on-the-job help for so little . . . with editors sifting and interpreting the facts . . . advertisers reporting on new products, methods and materials. Read every issue—thoroughly. It will keep you one of the **Best Informed Men in your Field**.

This business paper in your hand has a plus for you, because it's a member of the Associated Business Publications. It's a paid circulation paper that must earn its readership by its quality. And it's one of a leadership group of business papers that work together to add new values, new usefulness, new ways to make the time you give to your business paper profitable time.

NEXT ISSUE the Best Informed Men in your Field will be reading...

Sell Like a Champion

When You Take

Your Budget to Top Management!

By William R. Kelly

Manager, Sales Promotion

Sinclair Refining Co.

One of a series of ads prepared by
THE ASSOCIATED BUSINESS PUBLICATIONS



Pan Am's Pay Later Plan Brings \$1½ Million Sales in First Four Months

A Pay Later plan for buying travel on credit, recently introduced by Pan American World Airways, produced more than \$1½ million of air travel volume in its first four months of full operation, reports Willis G. Lipscomb, vice-president for traffic and sales.

More than 90% of tickets sold, Lipscomb says, represented new business developed by the plan.

On August 1, American Airlines joined in the plan—making it available from any domestic point served by American to any foreign point reached by Pan Am. Other domestic airlines will promote similar plans.

Pan Am shows that its plan has attracted customers ranging from a stenographer, financing \$33 of a trip to Havana, and an immigrant father bringing his family from Europe at an initial cost of \$720, to a wealthy businessman, who bought \$4,000 of round-the-world transportation for his son.

The average amount financed, Lipscomb pointed out, has been about \$500.

typical Barnes speech describes cases, analyzes ideas, sets forth aims, without resort to such terms as "improvement," "philosophy of freedom," "progress." He never inserts a paragraph to catch the fast, scanning eye of a newspaperman.

Barnes gives the political writers a hard time. Insofar as ideology goes, he says, there's been no change to speak of in the Division, which enforces laws, not Administration policies. He never mentions "the team" or says "we" when he means "I." If he criticizes a predecessor, it is precise, technical criticism—as if for a university class. Such criticism can be pretty crushing.

There are all sorts of anecdotes, very likely false, about how he carries this manner into the inner recesses of the Administration. For instance: He had stepped hard on an idea, advanced by Secretary of Commerce Sinclair Weeks, for bringing together the heads of top companies. After a Cabinet meeting, Weeks indignantly accosted Attorney General Herbert Brownell, Jr.: "Are you on the side of Antitrust or of the Administration?"

Barnes doesn't smoke, a fact you're surprised to learn: he's the kind of man you'd expect to have a pipe and coarse tobacco. Apologetically, he explains: An undergraduate at the University of California a generation ago, he made varsity every year, including freshman, as center, guard, tackle. It got to be a nuisance to quit smoking for each fall training

period. One winter he stayed off. He drinks occasionally—whatever his friends happen to be drinking.

After receiving the A.B. degree, Barnes wasn't sure of what he would do. He could be a football coach, or, perhaps, a lawyer. For awhile, he hung around the waterfront, taking jobs as seaman, stevedore. After about a year of that, he entered Harvard Law School. At the age of 25, he entered practice in California in 1925.

"Mostly," he candidly explains, "I defended doctors accused of malpractice. Also insurance companies. In my final year, I paid more income taxes than I earned on the bench ever after."

That would have been seven years, for Earl Warren, then Governor of California, appointed Barnes Superior Court Judge, Los Angeles County. In this post he made a name for himself. He was elected to the same job in 1948 and in 1950 became Presiding Judge.

Barnes is an amateur anthropologist. It happened this way: He collects primitive masks. In learning everything there is to know about them, he has come by much incidental information about tribal habits. He deprecates a tribal carving in his room: "Too modern." There are people who know Barnes as a writer and lecturer on these subjects. Still others know him as a current lecturer at the University of Southern California on forensic medicine.

The End

EDITOR SAM KNOWS EVERY INCH OF TEXAS!

Here's a guy who's kicked up dust all over Texas—some 30,000 miles traveled last year through the Lone Star State's rich farm land and green pastures. As Texas editor for the Farmer-Stockman, Sam Whitlow is hand in glove with all of that vast Texas agricultural audience. He speaks their language, in person, or in print on the pages of the Farmer-Stockman. Thus he wins their loyal readership.

Advertisers find that readership, such as Sam Whitlow earns for the Farmer-Stockman means more effective advertising. This "readership through leadership" will mean sales success for you in the rural Southwest.

409,357 SUBSCRIBER FAMILIES

Texas	229,663	Missouri	3,782
Oklahoma	118,317	Other States	5,830
Kansas	24,309		
Arkansas	23,082		
New Mexico	4,374	TOTAL	409,357

the Farmer-Stockman

OKLAHOMA CITY, OKLAHOMA • DALLAS, TEXAS

Owned and Operated by The Oklahoma Publishing Company — The Daily Oklahoman, Oklahoma City Times — WKY and WKY-TV
Represented by THE KATZ AGENCY, INC.

"This is the size we sell in the Growing Greensboro Market!"



STAPLE PRODUCTS OR LUXURY ITEMS—the Growing Greensboro Market is where the big orders come from in North Carolina . . . Here is an ABC Retail Trading Area of tremendous growth, with its hub built on Greensboro's leadership among all the Metropolitan County Areas of the two Carolinas! . . . In total retail sales volume, or in gain—the Greensboro ABC Retail Trading Area sets the pace in North Carolina with 1/6 of the state's population accounting for 1/5 of the state's sales . . . If you want to ring up record-breaking sales in an area of proven sales leadership, better schedule the Growing Greensboro Market, using the 100,000 daily circulation of the GREENSBORO NEWS and RECORD. . . .

The only medium with dominant coverage in the Growing Greensboro ABC Market, and with selling influence in over half of North Carolina!

*Greensboro
News and Record*

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



Sales Management Figures



REYNOLDS WRAP got naturally into the tie-in. Wally Cox, star of Reynolds' "Mr. Peepers" on NBC-TV, takes a macaroni and tomato casserole out—in Reynolds aluminum foil. This is typical of the joint ventures which are so effective for macaroni millers.

Diets or No Diets, Macaroni Chalks Up A \$16,000,000 Sales Gain

The industry has benefited handsomely through a variety of related-item promotions in which purveyors of other foods have cooperatively advertised and merchandised dishes featuring macaroni as one of several ingredients.

Is macaroni fattening?

A diet-conscious nation may say yes, but macaroni's sales set a record of \$244 million last year, an increase of nearly \$16 million over those of 1952. Sales in the first-quarter of 1954 were ahead of last year, month by month. "It's the best first quarter business since World War II, with production 11.6% ahead of 1953," says Robert M. Green, executive secretary of the National Macaroni Institute, Palatine, Ill. "Regardless of the dieting fad, a recent survey of manufacturers revealed an increase of as much as 25% during the first quarter of 1954 for many. Business declines were reported for very few. Lowest dip was 5%."

What has put macaroni and ma-

caroni products in this favored-food bracket with America's calorie-counting millions?

Plenty more than the line that an ounce of macaroni "contains only 100 calories—no more than a small red apple." Under Institute guidance, macaroni and macaroni products (spaghetti and egg noodles) had an all-bases-covered 1953 promotion with:

1. Related-item promotions involving "millions" of dollars' worth of advertising space and time and co-ordinated merchandising programs. Cooperating industries included Main Sardines, South African Rock Lobster Association, Inc., The National Fisheries Institute Inc., The Borden Co., Carnation Co., American

Meat Institute, Armour & Co., Swift & Co., Wilson & Co., Inc., United States Brewers Foundation, Inc., and the Pan-American Coffee Bureau.

2. Fifty stories in 30 of the nation's big consumer magazines with total circulation of 115 million.

3. Stories, photographs and recipes which appeared regularly in newspapers and Sunday supplements (*Parade*, *This Week*, *The American Weekly*) with combined circulation of 886 million.

4. Network radio and TV shows with combined listening and viewing audiences of 50 million, plus hundreds of local shows.

5. Stories in specialized publications (*Seventeen*, *Farm and Ranch National Grange Monthly*, *Successful Farming*) reaching millions of readers.

Why all this promotional activity in the macaroni industry today? Green answers: "Back in the depression macaroni was a popular food because it was inexpensive, nourishing and a good 'stretcher' for small



Mary Kay's

Salmon Macaroni Casserole

Satisfying Lenten meal with canned salmon, macaroni and cheese



Only
17¢
a serving



UNITED STATES STEEL
Only steel can do many jobs so well

UNITED STATES STEEL ran a full-page, four-color advertisement in the March issue of the Ladies' Home Journal, plus advertisements in Country Gentleman, Successful Farming and Farm Journal. Ladies' Home Journal promoted the salmon casserole in the Roger Bell mat service.

amounts of meat, fish and cheese. It was sold on pricing alone. When times got better and people could afford to supplant it with meat, the industry passed up an opportunity to continue high sales. They didn't understand how to promote their own product.

"But, during World War II the public again turned to macaroni as a meat substitute: It was in good supply, unrationed. After the war, when other foods again became plentiful, the macaroni industry saw the challenge, began promoting new ideas and uses for its products.

"In 1948 a quarter of our production was going overseas to devastated southern Europe," Green explains, "the first six months of that year we shipped 250 million pounds.

"The Marshall Plan cut this out at the end of June and one-fourth of our sales was chopped right off."

That was the year Green and the National Macaroni Institute came into the picture. The export market was gone but the industry had made excellent gains during the war. "We

had to sell 70% of the industry on joining the Institute," Green says. "But the fact that somebody was hired to look after their welfare reassured them."

Increased macaroni-consciousness on the part of the public and trade associations, Green feels, has resulted from Institute activities, making macaroni promotions easier and more productive.

The Institute is supported by manufacturers who pay 1½ cents per sack for raw materials to be converted into macaroni products. Nine mills and one purchasing house are voluntary contributors. Though the Institute was set up as a separate corporation to collect funds, its members also support the Macaroni Association, a group of 95 manufacturers. These manufacturers receive a monthly progress report on all industry problems and a weekly bulletin from Green's office reporting latest developments in research and relations with durum wheat growers in North Dakota. Advertising funds were allocated mainly

for space in local newspapers covering the durum wheat-growing areas.

In addition to the progress reports and special photographs and mats, Institute members receive assistance in developing point-of-purchase material. "We try to be helpful but we don't take over," Green says.

The Theodore Sills public relations agency handles promotion for the Institute. Sills himself is responsible for interesting other companies in macaroni promotion tie-ins.

"Our great strength today lies in the fact that we have allies," Green emphasizes.

Macaroni people will cooperate with almost any honest venture if it will benefit all concerned. The Community Chests and Councils of America Inc., "Red Feather Dinner" in Dayton, O., last fall is an example. Chest workers sold \$2.50 dinner tickets redeemable at grocery stores on purchase of the economical 78-cent Red Feather dinner: soup, a vegetable, can of spaghetti sauce, 16oz. package of spaghetti, can of fruit cocktail and a package of gelatin dessert. Grocers turned the coupons over to the local Chest fund and were reimbursed the 78 cents.

Sharpening the Impulse

The Institute's 1954 promotion is based on "sharpening the impulse" to buy. More personal contact by Green will abet advertising and publicity schedules.

A highlight of the program was the kickoff salmon macaroni dinner promoted during Lent. From March 3 to April 17 six non-competitive products combined their advertising, merchandising, and publicity efforts in pushing salmon macaroni casserole recipes. Joining the related-item drive: United States Steel Corp., Can Manufacturers Institute, Inc., Pet Milk Co., Campbell Soup Co., Reynolds Metals Co., Canned Salmon, Inc.

The company also featured the promotion on the United States Steel Hour on the ABC-TV nationwide network, contributed radio and TV spots and slides for use by individual canners, retailers and macaroni companies, and provided newspaper mats to manufacturers for tie-in advertising.

Pet Milk's contribution included promotions on Ted Mack's Original Amateur Hour over the NBC-TV network, Ralph Edwards' Truth or Consequences on NBC radio, and the daytime Mary Lee Taylor Show, same network. A series of newspaper mats were sent to retailers.

The Pet Milk and Campbell Soup



*
**LOUISVILLE BELONGS
ON ANY
SUPPLEMENT SCHEDULE**

DID YOU KNOW?

Louisville is the 2nd largest U. S. market offering supplement advertising—yet not served by one of the 3 national supplements. Louisville (Pop. 598,000) is larger than 12 of This Week markets, ranks next to Miami among American Weekly markets, and is larger than all but 8 of the 38 Parade markets.

Send for your free copy of a new factual study of newspaper supplements. Write to: Promotion Department, The Courier-Journal, Louisville 2, Kentucky.

*** THE LOUISVILLE
Courier-Journal
SUNDAY MAGAZINE**

Sunday Courier-Journal Circulation 303,238 • Member of The Locally-Edited Group • Represented Nationally by The Brantham Company.

**ON EVERY SALES TRIP
I DICTATE RIGHT
FROM
MY CAR**



On your next business trip, take your dictating machine with you in your car. Confirm your interviews, make sales reports, handle correspondence en route, with your wire or tape recorder beside you on the driver's seat. Recordings are easily mailed back to the home office or elsewhere for transcribing. Your mail goes out while you go on. Recorder operates right from your 6 or 12 volt auto battery with a CARTER CONVERTER that supplies the required 110 v. AC.

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What We Mean by Macaroni Products

Macaroni is becoming "Americanized." It is not a new food. The Chinese recorded consumption of macaroni products in various forms as early as 5000 B.C. It took only the ingenuity of American manufacturers and packagers of one inexpensive product to glamorize it, promote it and let the consumer know how good it really can be.

"But let's get re-acquainted with the term 'macaroni products,'" says Robert M. Green, executive secretary, National Macaroni Institute. "It is strictly a generic term and includes macaroni, spaghetti, egg noodles, vermicelli, and others in an astonishing number of shapes and sizes. Macaroni itself is tubular, spaghetti is solid, egg noodles are ribbon-like. There are also corrugated elbows, bunched rods, alphabets, shells, bows, stars and seeds. They're all made from the same type of dough—one reason we have had to educate the consumer on what we mean by 'macaroni products'."

programs, added to the other advertising and publicity, brought the promotion to an estimated 200,000,000 persons. This part of the program covered 975 radio and TV stations.

Canned Salmon, Inc., and Can Manufacturers Institute released stories and pictures of the salmon macaroni casserole to national syndicates serving some 1,400 newspapers. CMI color photographs and recipe stories were released to Sunday supplements in 30 leading markets. Radio scripts went to 450 women's program broadcasters, and TV demonstration outlines to 111 food program telecasters.

Macaroni companies themselves supported the promotion. Ronzoni Macaroni Co., Inc., featured the casserole on the I Led Three Lives NBC-TV show, the Tex and Jinx programs, and the Fred Collins newscasts and sports programs in the New York metropolitan area.

More than 100 food chains, groups, cooperatives and multiple unit super market operators tied in with the million-dollar promotion. Chains included A&P, Kroger, Safeway, Food Fair, Wyatt, Wrigley, and the National Retailer-Owner Grocers Association.

Retailers sold five related items used in a salmon macaroni casserole: salmon, cream of celery soup, evaporated milk, macaroni and American cheese. Displays with recipe leaflet dispensers were featured in some 100,000 retail stores.

The Institute estimates that manufacturers' advertising to promote macaroni ran into the "multi millions." Macaroni manufacturers themselves spent millions of dollars last year advertising their own products, the Institute says.

Result: 18 million more pounds of macaroni sold than in the same period last year.

Two more for 1954: "Some Like It Hot—Some Like It Cold," June 15-July 31; National Macaroni Week, October 21-30. The latter will play up macaroni products in a galaxy of recipe combinations. The summer promotion suggested macaroni products in hot and cold dishes for warm weather serving. The Institute is working with the tuna canners on the theory that tuna and macaroni are as compatible for related-item promotion as macaroni and salmon. Says Green: "Macaroni products not only sell themselves, but dozens of related items, too. Besides tuna and salmon—canned goods, fresh produce, cheese, other sea foods, sauce and olive oil, meats and poultry and dairy products. Grocers know that macaroni products have a high sales volume and afford a better than average profit margin." He estimates that 68% of the total consumption is from over-the-counter grocery sales.

This year's promotions are being carried out similarly to 1953's which resulted in the manufacture and sale of 1 billion, 27 million, 940,600 pounds of macaroni products.

The future of the industry? Green sees two reasons for regular increase in the annual consumption of macaroni—with good promotion:

1. The possibility of additional personal and business tax cuts, with more than \$5 billion already released.
2. Constantly expanding markets with the large annual population increase: More income and more spending power is in the hands of more people.

The End

EXECUTIVE SHIFTS IN THE SALES WORLD

Aeroil Products Co., Inc. . . .
Jack W. Weber to sales manager.

Baldwin-Lima-Hamilton Corp. . . .
Andrew Liston to general sales manager, Eddystone Division.

Borg-Warner Corp. . . .
R. C. Connell to v-p, sales, Norge Division; Carl J. Meister to v-p, sales, Atkins Saw Division.

CBS Television Network . . .
Edward A. Larkin to eastern sales manager, CBS television spot sales; Jack Schneider to midwestern sales manager.

Copease Corp. . . .
Donald M. Weston, Jr., to west coast manager.

EMC Recordings Corp. . . .
William H. Gove to v-p and director, sales.

Fieldcrest Mills, Inc. . . .
Frederic W. Hoit to v-p in charge of domestics sales.

General Foods Corp. . . .
A. Joynes Beane, Jr., to export sales manager, Latin America; Peter H. Skala to export sales manager, European area; Robert H. MacLachlan to advertising manager for international operations.

Kellett Aircraft Co. . . .
W. Paul Jones to president; will continue also as chairman. Jones is vice-chairman of the board of Servel, Inc.

McKinney Manufacturing Co. . . .
Russell J. Hamilton to regional sales manager, new central sales region.

Motorola Inc. . . .
Virden E. Scranton to v-p in charge of operations, Motorola Canada Ltd.; M. M. Elliott to v-p in charge of marketing.

Northrup, King & Co. . . .
Erwin H. Klaus to marketing-advertising director; formerly marketing director, the company's Pacific Division.

Personal Products Corp. . . .
Walter L. Olesen to director, Modess Division.

Pharma-Craft Corp. . . .
Frank F. Bell to president.

Richmond Beverage Co. . . .
Fred DeSio to sales manager.

Robinson Brick and Tile Co. . . .
Dwight E. Adamson to general sales manager.

Servel, Inc. . . .
Duncan Cameron Menzies to president, general manager, and a director.

Stoddard Industries, Inc. . . .
J. B. Blanton to general sales

manager; W. Bruce Walker to assistant sales manager.

Sylvania Electric Products Inc. . . .
Robert C. Harper to western regional sales manager for lighting.

United States Printing & Lithograph Co. . . .
Ray Dubrownin to director of point-of-purchase merchandising.

L. A. Young Spring & Wire Corp. . . .
Russell B. Robins to director, marketing and merchandising.

This is only Part of the Billion Dollar Market

on Florida's Gold Coast

but you can sell it ALL thru a single, low-cost medium!

Just picture your potential on Florida's booming Gold Coast . . . a year round market with a million permanent residents . . . a bonus market with 2½ million visitors to swell sales all year long . . . a booming market with a billion-and-a-half in buying power!

Best of all, you can use The Miami Herald to sell the entire Gold Coast area at one low cost!

Get the complete picture from your SB&F man today.



These Farmers Are Sure Marketing Is an Answer to Milk-Butter Glut

Ohio's Miami Valley Milk Producer's Association promotional program invites close inspection by all of us who want to know: "Can we lick the butter selling problem?"

BY GEORGE LAYCOCK

Dairy farmers, who have filled the nation's milk bottles to overflowing in recent years, are rapidly learning that advertising can bail them out.

The dairyman, like most successful businessmen, has been struggling for greater efficiency. He has learned to use more fertilizer to build crop production. He has turned to artificial insemination to improve his cows. He has found new high-producing forage crops and more economical methods of handling them. And he has sent his boys to college where they learn more about increasing milk production.

On the farm, this meant more milk and butter and cheese per man-hour of chore time. Production grew faster than demand.

So the farmer's milk products pile up in surplus stocks and he's no happier about it than anyone else.

Next, he looks around for the answer. Increasingly, he's finding that answer in advertising. Dairy farmers spend large sums annually to help create demand for their products. It's not a job they can do individually so they're doing it through their milk producer organizations.

One of these organizations, where farmers have taught themselves the value of advertising, is Ohio's Miami Valley Milk Producer's Association operating out of Dayton. Here some 3,000 dairymen from 30 surrounding counties contribute two cents from every hundred pounds of milk they send to market to advertise that milk.

This association sells milk in Springfield and Dayton. It has advertised more in Dayton than in Springfield, however, and this provides an opportunity to check the value of its advertising investment. While milk sales climbed 20% in Dayton, for instance, they increased only 14% in Springfield. Cream sales dropped off 14% in Dayton but 33% in Springfield. In Dayton the Association advertised buttermilk largely through

radio spots on station WHIO and increased sales 33%, compared with only 5% at the same time in Springfield.

Miami Valley farmers operate their own manufacturing and processing plant where they turn out their own brand of butter. While butter sales slipped 18% across the country in recent years, they climbed 18% in Dayton. All this is proof enough for the dairy farmers and this year they're spending about \$25,000 of their own money to help sell their products.

Unanimous Support

They've been spending part of their income from milk on advertising for 15 years. Until this year it amounted to a penny a hundred pounds. Association General Manager Leslie Mapp and other leaders in the group decided it might be time to spend more to sell milk.

When the board of farmer supervisors met (one supervisor for every 25 farmers in the organization) Mapp brought the subject up and asked them what they thought of doubling their support of the advertising campaign. "We found the members were ahead of us," says Mapp. Twelve farmers stood up and made speeches in support of the plan. They pointed out what advertising had done for the sales of beer and soft drinks and asked why it wouldn't do as much for their product.

The motion carried unanimously, and they began taking two cents per hundred off their milk checks for the advertising campaign. They're spending four times as much for advertising now as they did three years ago.

The two cents per hundred held out of a farmer's check isn't long going to work. A fourth of a penny goes to the American Dairy Association for national advertising. Three quarters of a cent goes to the support

of the Dayton Dairy Council which is supported jointly by the farmers and the independent dairy companies who handle their product. The Dayton Dairy Council works through trained dieticians pushing the use of milk products in schools, industries and government institutions. The second cent of the farmer's money goes entirely for local advertising.

The Miami Valley milk producers employ the Hugo Wagenseil and Associates advertising agency to help them invest their money wisely. They use a wide variety of media—newspapers, radio, television, street car placards, outdoor posters and leaflets.

Television has been a good investment for these advertising farmers. Last football season they bought a half hour a week and ran a series of outstanding games on station WHIO-TV. Commercials were on the value of milk in building healthy bodies and local doctors helped put this message across. Eighty percent of the commercial time was spent advertising milk, 20% on butter. They also carried spot advertisements on TV station WLW-D.

For three years the Association sponsored a weekly 15-minute musical variety show on WHIO-TV and starred Betty Stump a local vocalist who was soon rated among the top 10 TV shows in Dayton, including network shows. Mapp put this program together himself. He had known Betty Stump and he knew she could sell. Every commercial included ways to use butter. The program cost the farmers \$10,000 a year, but it was largely responsible for increasing butter sales by 18% and helping to keep most of the Association's butter out of the government surplus stocks.

For five years the Association sponsored a 15-minute radio news program every Sunday on WHIO—a program devoted to dairy news. The prediction at the outset was that "cows don't make news." But surveys revealed that people who didn't see a cow for weeks at a time were making it a point to tune in the "dairy news."

A couple of years ago another of their campaigns placed a series of five-inch advertisements in *The Dayton Daily News* and *The Dayton Journal Herald* to reach customers with 428,000 messages a week. This is in keeping with Mapp's findings that, "It's

best to hit one medium hard for awhile, then change to a different medium or a different show, especially if your advertising funds are limited."

This publicity-conscious milkshed has tried other ideas too. The Association usually sets up a booth at the county fair and gives farmers a place to rest their feet while they browse through Association literature. Once a year they turn management of their plant over to the Future Farmers organizations in the area and this gets copy and pictures in all the local papers. They also choose the 10 top farm producers in the milkshed every year, which results in more publicity. They hold occasional open house for school children and take them through the plant by the thousands.

Four Pointers

In their years of advertising, these dairy farmers have picked up some pointers:

1. Their advertising has to be glamorous enough to compete with other advertising.
2. Their members have to be sold on the idea if it's to be successful.
3. Farmers and processors have to work together closely. Sales are hurt when the public sees groups within the same industry fighting.
4. Effective advertising has to find the best outlet for an area and this calls for a thorough study of such things as community size, industries and buying habits.

The Miami Valley farmers have concentrated on advertising the facts about milk's food value. Empty slogans and meaningless phrases have no place in their advertising. And a lot of this thinking stems in turn from the farmer's faith in their product.

Advertising plays a major role in the general health of their organization, and its health is reflected in its new equipment to handle milk. The Association now has its own equipment to dry and store surplus milk in times of plenty so that it can be held until the market calls for it. This powdered milk is sold to bakers and other outlets and only turned over as government surplus when there is no other market available.

Their program for pushing milk sales is not one prepared overnight to solve a temporary program. These farmers know advertising is a long pull. "Some people expect miracles of advertising," says Mapp, "but miracles are the result of intensive planning and hard work over a long period of time."

The End

Try an Experiment on this Page

Try a simple experiment. Assume that you consider this page to have some lasting interest. You want to file it. Tear it out along the scored edge . . . Easy, wasn't it? If you don't realize fully how easy and satisfactory it was, try tearing out pages from any side-stitched magazine which is not so scored at the edges.

It's an experiment with us, too. It adds considerably to our production costs and we shall consider it worth-while only if a substantial number of subscribers will take the trouble to tell us that they appreciate the innovation.

Philip Salisbury, Editor, SALES MANAGEMENT
386 Fourth Avenue, New York 16, N. Y.



Burkhardt ZIP-A-KITS make selling easier!

Whether it's a simple interview . . . or a long selling campaign . . . Burkhardt Zip-A-Kits help your salesmen tell a convincing, logical story . . . every time! That's because Zip-A-Kits are job-engineered to carry catalogs, sales literature, samples, books, etc., compactly and efficiently . . . and keep them in the proper, easy-to-reach order, necessary for a logical selling story.

Yes, Zip-A-Kits make selling easier for your salesmen. Call or write today for your free copy of our newest catalog. Zip-A-Kits are best . . . by design!



Send now for this newest Burkhardt Catalog. It's profusely illustrated . . . shows Zip-A-Kits to fit every budget.

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"Binders to American Business since 1911"

FUTURE SALES RATINGS BOARD

Record Spending in Fourth Quarter

BY PETER B. B. ANDREWS • Consulting Economist

The strength in retail sales as a whole this year is viewed with considerable pride, since it bears out the optimism expressed in earlier forecasts of the Board of Analysts of Future Sales Ratings. No small amount of credit for reversing recessionary trends must go to increased advertising and promotional expenditures, which have reached a new record this year to date.

For the fourth quarter of 1954 a new, all-time high sales record is expected over-all by the Future Sales Ratings Board, with a majority of industries showing ratings of four stars or better. The autumn consensus of re-analysis by this 300-man group of economists, statisticians and marketing men on the sales potentials of the 110 leading industries of the United States, shown on the opposite page, brings decreased ratings for two of these industries and increased ratings for 14. For the next 12 months the consensus makes it two down and 16 up.

Reasons follow:

Bases for High Ratings . . .

Earlier weaknesses in autos, appliances and other industries haven't touched off a general downturn.

In some big industries the inventory problem is nearly over. Demand and prices of textiles and clothing are showing greater strength. Department stores are rebuilding depleted stocks.

More goods are being sold than are being made, thus laying groundwork for a production upturn.

Consumer purchasing power is at high levels, both as to current income and savings. Consumer spending is at a record and consumers generally are confident about the future.

The Government has effected easy borrowing conditions. Money and credit are ample, and tax relief has aided corporate and individual earnings.

Tax revisions have liberalized de-

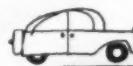
Why Ratings Raised

Sales are forecast to be up in the next three months, and in the next 12 months, in these 14 industries. (Turn to page 123 for sales rankings of 110 industries).



Auto Sales (New)

Maintenance of high public purchasing power, large promotional expenditures, stronger effort from merged independents, easy credit, indicate better times ahead. Near and long terms up one star each to three stars.



Auto Sales (Used)

Progress in reducing inventories, easier financing, and increased interest in cars generally created by heavy advertising bring near and long terms each up one star to three each.



Building (Heavy)

New records ahead caused by keen need of more highways, schools, churches, factory buildings, public works, etc. Near and long terms each up one, to five stars.



Building (Homes)

Backlog of needed homes still tremendous, continued wide differential between homes being built and newly married couples. Ratings raised one each, to five stars.

Why Ratings Raised



Dry Cleaning

Fast-growing population, record rate of disposable public income, growing consciousness of desirability of cleanliness stimulated by effective advertising cause upping of one star each in both ratings, to five stars.



Elec. Equip. (Consumer)

Period of digestion in small appliance equipment over; improvements, new models, potentially strong buying market bring near term up one and long term up two, to four stars each.



Farming

Although full recovery in farm spending power not yet pending, growing population, settlement of farm legislation expected to bring benefits. Long term rating up one star, to three.



Installment Financing

Easy credit conditions, desirability of many new-style products ahead, make long term rating up one star, to four.



Machinery (Agric.)

Long recession in this industry now believed to have reached climax; replacement demand, plus machinery expansion needed to feed rapidly growing population cause uprating one star each, to three stars.



Railroads

Relatively poor showing of railroads in current year made a mark which will be not hard to beat in the prosperity ahead. Long term up one star, to three.

(continued on page 122)

preciation allowances which encourage capital expansion and investment of private funds. Billions are now freed for business growth.

Near-peak levels in plant and equipment expenditures have been maintained this year.

New records are being attained in construction outlays generally—residential as well as industrial. Enormous work backlog exists in needed highways, schools, sewage and sanitary systems, prisons and numerous institutional buildings.

The consumer debt picture is better. The net increase in total personal debt this year is estimated around 5 billions, a rate of expansion less than half that of 1953.

As a result, the growth in accumulated long-term savings of individuals so far this year has been well over double that of the expansion in personal debt, the most favorable ratio between the two since the World War II period.

Delinquencies on instalment debt are declining.

Mortgage foreclosures continue far below the prewar norm.

Skilled workers now dominate the labor force, reflecting the expansion of trades employing airplane, auto and radio-TV mechanics, tool and die makers, electricians, plumbers, upholsterers, and others, meaning higher earning power over-all.

While recent economic activity has been at a high level, and the value of the dollar has been stable, the increase in wages, which is one of the principal expressions of the progressiveness of the American economy, has continued.

There is general optimism about future prosperity, and financial markets have been reflecting this in a great show of strength.

No indication of disarmament means continued stimulus to the economy through armament spending.

Continued realization of the need of heavy and persistent advertising and selling promotion augurs well for the future business trend.

Ratings Could Go Lower Because . . .

While the employment trend has improved recently, too many people remain unemployed.

Farm purchasing power continues well below that of recent years.

Inventories have been worked down in many industries, but they are still high in some basic ones, such as autos and appliances.

The End.

SALES MANAGEMENT is a MUST

... the Others a Choice

Who has the biggest stake in a company's advertising? The man for whom it's bought . . . for whom it's expected to sell—the Sales Executive. That's why he has the final say in the choice of markets and media . . . why he's your top *must man* . . . today more than ever before.

With sales holding the key to our adjusting economy, he is on the look-out for ideas that will help him produce more sales . . . is re-appraising every weapon in his selling arsenal.

This sharply heightened interest is reflected in the unparalleled circulation gains of *his* magazine—SALES MANAGEMENT. In the 8-year postwar approach to hard-sell, total circulation soared 89% . . . with an 88% gain in the A.B.C. Classification 1 (Mfrs., etc.) . . . 100.3% gain in sales executive subscribers.

And as a gauge of his importance in the eyes of people selling media, sales aids and services, note these SM advertising gains . . . this trend to SM. Of the one sales and four excellent advertising magazines measured by Lyndon Service, SM was the only one to gain in total pages the first seven months of '54 over '53—up 115 pages. Was the only one to show a substantial gain in advertising accounts—134 new advertisers.

These way-out-in-front gains emphasize SALES MANAGEMENT'S difference—the only magazine edited just for the sales executive and his job needs . . . reaching 1,746 more of these top *must men* than the four advertising magazines combined, 5,844 more than the advertising magazine leading in this category.

This exclusive approach makes SM a must in your promotion picture, the advertising magazines a choice.

SALES MANAGEMENT

386 Fourth Avenue, New York 16, N. Y.
333 N. Michigan Ave., Chicago 1, Ill.
15 East de la Guerra, P. O. Box 419,
Santa Barbara, Calif.

Why Ratings Raised



Refrigerators

New models, easier financing, growing needs after period of digestion point to better sales; near and long terms each up one, to three stars.



Restaurant Equip.

Replacement needs, favorable buying power, development of superior, modern equipment bring upping of near and long term ratings one star each, to four stars.



Vacuum Cleaners

Buying slowdown ended; sales pickup expected to accelerate under new model improvements, depreciation of old equipment, heavy advertising and selling promotion under basically favorable purchasing conditions. This industry up one star in near and long term ratings, to three stars.



Household Washers

Buying slowdown ended; sales pickup expected to accelerate under new model improvements, depreciation of old equipment, heavy advertising and selling promotion under basically favorable purchasing conditions. This industry up one star in near and long term ratings, to three stars.

Why Ratings Lowered

Baking, Flour: Drop of one star in the near and long term ratings for both the baking and flour industries still leaves these industries with the relatively good rating of three stars. It does not mean that sales are declining but rather that past record has been excellent and that the sales ahead are unlikely to top the past sales to the extent indicated by the old rating of four stars.

Size Rating — UP

Size Ratings: (Plumbing & Heating): Under the stimulus of record-breaking construction, as well as an advertising-stimulated broad trend to modernization of old facilities, this industry has moved into the \$4 billion class. Old size rating of "D" revised upward to "C."

FUTURE SALES RATINGS . . . For October 1, 1954

In the 110-industry table below, the sales prospect rating has just been raised when the arrow ↑ next to the star ★ points up. The arrow ↓ pointing down means the rating has just been decreased. All other ratings are unchanged from the previous quarter.

How to Read the Table:

Key to Relative Size Ratings

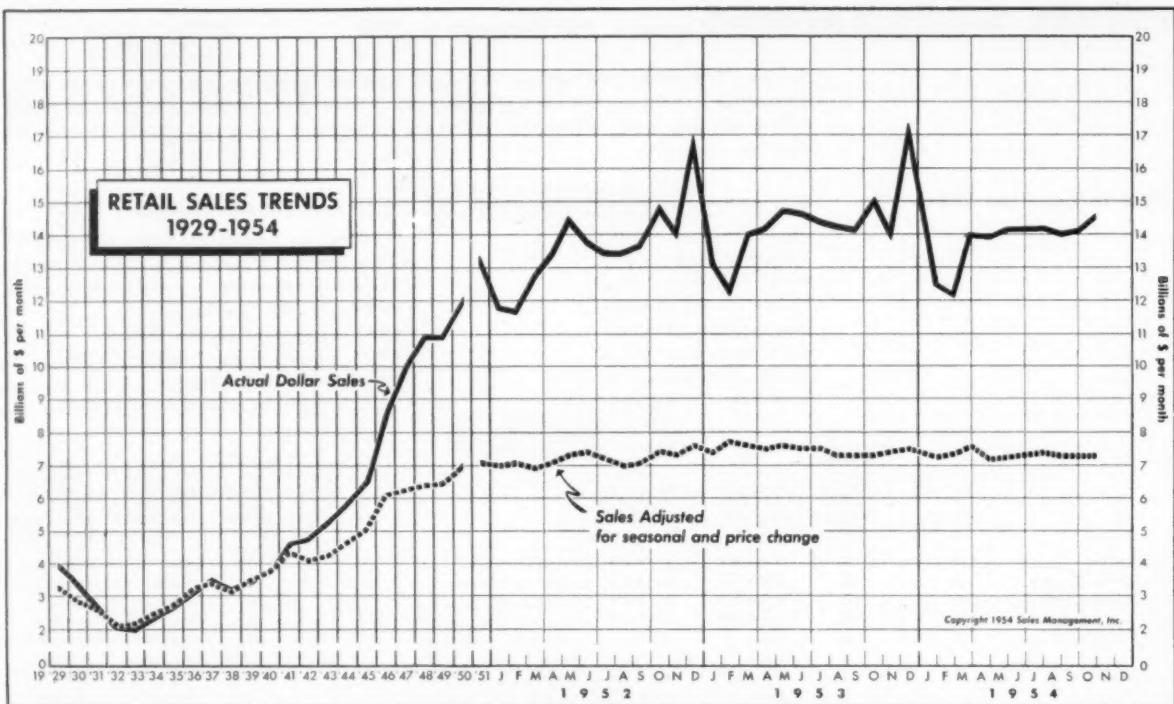
(By industry sales volume)
A—\$10 Billion and Over
B—\$7 Billion to \$10 Billion
C—\$4 Billion to \$7 Billion
D—\$2 Billion to \$4 Billion
E—\$1 Billion to \$2 Billion
F—One-Half Billion to \$1 Billion
G—Under a Half-Billion Dollars

Key to Sales Prospect Ratings

(All ratings are relative to the medium (★★★), which indicates approximately no change in relation to the corresponding period of the preceding year.)
 ★★★★—Best Relative Outlook
 ★★★—Very Good Relative Outlook
 ★★★—Good (Medium) Relative Outlook
 ★★—Fair Relative Outlook
 ★—Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Rating for 4th Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for 4th Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	D	★★★★★	★★★★★	Luggage	G	★★	★★★
Air Conditioning	E	★★★★★	★★★★★	Machine Tools	G	★★★	★★★
Air Transportation	E	★★★★★	★★★★★	Machinery (Agric.)	E	★★★	★★★
Aircraft Sales	E	★★★★★	★★★★★	Machinery (Ind'l.)	E	★★★★★	★★★★★
Auto Sales (New)	A	↑★★★	↑★★★	Materials Handling	E	★★★	★★★
Auto Sales (Used)	E	↑★★★	↑★★★	Meats	C	★★★	★★★
Auto Service & Parts	E	★★★	★★★	Medical and Dental Care	C	★★★	★★★
Auto Tires	E	★★★	★★★	Metal Containers	E	★★★	★★★
Baking	D	↓★★★	↓★★★	Metals (Non-Ferrous)	E	★★	★★
Banks (Revenue)	E	★★★	★★★	Motion Pictures	E	★★★	★★★
Beer	C	★★★★★	★★★★★	Musical Instruments	G	★★★	★★★
Building (Heavy)	B	★★★★★	★★★★★	Office Equipment	C	★★★	★★★
Building (Residential)	C	↑★★★★★	↑★★★★★	Oil Burners	E	★★★★★	★★★★★
Candy & Chewing Gum	C	★★★★★	★★★★★	Oil (Cooking)	E	★★★	★★★
Canned Fruits & Veggies.	E	★★★★★	★★★★★	Oil Equipment	D	★★★	★★★
Cereals	G	★★★★★	★★★★★	Packaging & Containers	E	★★★★★	★★★★★
Chemicals	A	★★★★★	★★★★★	Paint	C	★★★	★★★
Cigarettes	G	★★★	★★★	Paper & Products	D	★★★	★★★
Cigars	G	★★★★★	★★★★★	Personal Care	D	★★★	★★★
Clothing (Men's, Women's & Children's)	A	★★★★★	★★★★★	Photographic Supplies	G	★★★★★	★★★★★
Coal (Anthracite)	F	★★★	★★★	Plastics	F	★★★★★	★★★★★
Coal (Bituminous)	D	★★★	★★★	Plumbing & Heating	F	★★★★★	★★★★★
Coin Machine Sales	D	★★★★★	★★★★★	Printing & Publishing Equip.	F	★★★	★★★
Commercial Printing	E	★★★★★	★★★★★	Radios	D	★★★	★★★
Cosmetics	E	★★★★★	★★★★★	Railroad Equipment	B	★★	★★
Cotton Textiles	A	★★★★★	★★★★★	Railroads	E	↑★★★	↑★★★
Dairy Products	A	★★★★★	★★★★★	Refrigerators	A	★★★	★★★
Department Stores	D	★★★	★★★	Restaurants & Bars	E	★★★	★★★
Diesel Engines	A	★★★★★	★★★★★	Restaurant Equipment	E	↑★★★★	↑★★★★
Dinnerware	G	★★★	★★★	Rubber Products	D	★★★★★	★★★★★
Drugs & Medicines	E	★★★★★	★★★★★	Security Financing	F	★★★★★	★★★★★
Dry Cleaning	E	↑★★★★★	↑★★★★★	Shipbuilding	F	★★★★★	★★★★★
Education	F	★★★	★★★	Shoes	D	★★★★★	★★★★★
Electrical Eq. (Industrial)	C	★★★★★	★★★★★	Silk Textiles	G	★	★
Electrical Eq. (Consumer)	D	↑★★★★★	↑★★★★★	Silverware	E	★★★★★	★★★★★
Exports	A	★★★	★★★	Soap	F	★★★★★	★★★★★
Farming	A	★★★★★	★★★★★	Soft Drinks	G	★★★★★	★★★★★
Flour	D	★★★	★★★	Sports & Sporting Goods	C	★★★★★	★★★★★
Food Processing	A	★★★★★	★★★★★	Steel & Iron	A	★★	★★
Furs	G	★★★	★★★	Sugar	E	★★★★★	★★★★★
Gasoline & Oil	C	★★★★★	★★★★★	Surgical Equipment	E	★★★★★	★★★★★
Glass & Materials	E	★★★★★	★★★★★	Synthetic Textiles	E	★★★★★	★★★★★
Government Procurement	A	★★★	★★★	Television	E	★★★★★	★★★★★
Groceries	A	★★★★★	★★★★★	Toothpaste & Mouthwashes	G	★★★★★	★★★★★
Hardware	D	★★★★★	★★★★★	Toys & Games	F	★★★★★	★★★★★
Hotels	D	★★★★★	★★★★★	Trailers (Auto)	G	★★	★★
House Furnishings, Floor Coverings, Furniture, etc.	B	★★★★★	★★★★★	Travel & Vacations	A	★★★★★	★★★★★
Household Products (Misc.)	B	★★★★★	★★★★★	Travel Overseas	D	★★★★★	★★★★★
Imports	C	★★★	★★★	Trucks	D	★★	★★
Instalment Financing	C	★★★	↑★★★	Utilities	C	★★★★★	★★★★★
Insurance	C	★★★	★★★	Utilities (Gas)	D	★★★★★	★★★★★
Jewelry & Watches	C	★★★	★★★	Utilities (Telegraph)	G	★★	★★
Laundries	E	★★★	★★★	Utilities (Telephone)	C	★★★★★	★★★★★
Liquor (Alcoholic)	F	↑★★★★★	↑★★★★★	Vacuum Cleaners	G	↑★★★	↑★★★
	C	★★★★★	★★★★★	Washers (Household)	F	↑★★★	↑★★★
				Woolens & Worsteds	A	★★★★★	★★★★★

Note: Future Sales Ratings are specially copyrighted by SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N.Y.



RETAIL SALES in October will total \$14.7 billion, reflecting no change from the October 1953 level. This volume of sales in terms of 1935-39 dollars, when adjusted as shown above, is \$7.4 billion.

The break between 1950 and 1951 reflects a change in the Department of Commerce definition of retail sales to include sales of outlets going out of business during the year. So left side is not wholly comparable to right side of line.

Retailing By Year's End to Top '53?

BY DR. JAY M. GOULD
Research Director, SM's Survey of Buying Power

January through August Retail Sales

	1954 \$ Millions	1953 \$ Millions	Percent Change		
			August 1954 over August 1953	First 8 Months 1954 over First 8 Months 1953	
Food	27,070	26,951	-3.1	+0.4	
Eating & Drinking Places	8,641	8,574	+0.8	+0.8	
General Merchandise	10,968	11,239	-1.7	-2.4	
Apparel	6,044	6,283	+0.6	-3.8	
Furniture and Appliance	5,683	5,758	-4.8	-1.3	
Lumber, Building, Hardware	8,493	9,063	-4.4	-6.3	
Automotive	21,367	22,846	-4.8	-6.5	
Gasoline Service Stations	7,431	6,902	+4.9	+7.7	
Drug & Proprietary	3,218	3,118	+2.3	+3.2	
*Total Sales	109,474	111,310	-1.9	-1.6	

* Includes data for kinds of business not shown in above 9 categories.

HIGH SPOT CITIES

Retail sales in October of 1954 probably will total \$14.7 billion, 2% below the October 1953 level. However, the slight decline reflects the fact that 1) this October will have one less selling day, and 2) auto sales will have only just begun to capitalize on the early switch to the 1955 models. However, the prospects for November and December clearly point to the highest level of retailing in history. Never before has the pre-Christmas shopping season coincided with the introduction of new models by practically all auto manufacturers.

Autos at Xmas

There may be some question of the wisdom of the auto industry's attempt to compete for the consumer dollar at a season of the year not ordinarily favorable to auto sales. Yet official data show that disposable income so far in 1954 has gone up slightly over last year, a fact not reflected as yet in retail sales, which for the first 8 months of the year is running 2% below last year. The divergence must mean a slight build-up in savings which the auto industry, as well as other hard goods manufacturers, hope to tap in the final quarter of the year.

While individual lines may not fare as well as hoped for, there is little question that in the aggregate, total retail sales will end the year with a bang. There are indications that consumer credit will play an important role in this connection. Total credit outstanding, after sliding off sharply in the early part of the year, has been building up slowly in the past four months.

Between now and Christmas, one billion dollars can easily be added without reaching the all time peak level of \$29 billion set in December, 1953. Yet that one billion can help finance a substantial retailing boom.

The relatively favorable retailing picture still is in strange contrast to the trends in industrial output and employment, still running at levels well below those of 1953. This means that the regional distribution of the retailing gains will be spotty. In several areas in which industrial employment is important, continued lay-offs will adversely affect the retailing resurgence, as will be seen in an examination of some of the high-spot ratings below, which reflect the impact of all factors, both national and re-

gional, in the evaluation of current retail performance.

Among the states reporting better-than-average performance for this October as opposed to last October are:

- Arkansas
- Colorado
- Florida
- Kansas
- Nebraska
- Nevada
- New Hampshire
- New Mexico
- Wyoming

The leading cities, those with a City National-Index well above average are:

Fort Lauderdale, Fla.	116.6
Salisbury, N. C.	115.5
Bellingham, Wash.	115.2
Colorado Springs, Col.	113.7
Elmira, N.Y.	113.1
Casper, Wyo.	112.9
Hempstead Township, N.Y.	111.9
Santa Ana, Cal.	111.2
Lafayette, Ind.	110.4
Miami, Fla.	110.1
Bangor, Me.	109.8
Santa Barbara, Cal.	109.6
Jacksonville, Fla.	109.3
Muncie, Ind.	109.2
Billings, Mont.	108.7
Columbus, Ohio	108.7
Lincoln, Neb.	108.5
Toronto, Ontario	108.2
Oklahoma City, Okla.	108.0

•

Sales Management's Research Department with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 283 of the leading market centers of the country.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index—1954 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in a market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941, the most recent year of official sales Census results.

The second figure, "City Index, 1954 vs. 1953," is similar to the first except

that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1954 vs. 1953" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate-of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for These Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and fore-stalling their alibis, (f) determining where drives should be localized.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1953 which equals or exceeds the national change.

RETAIL SALES FORECAST
(S.M. Forecast for October, 1954)

City	City	Nat'l.	City		
			Index	Index	Index
1954	1954	1954	vs.	vs.	October
vs.	vs.	vs.			
1939	1953	1953			1954

UNITED STATES

391.2 98.2 100.0 14652.00

Alabama

★ Birmingham	481.2	100.5	102.6	43.16
Gadsden	505.3	92.2	94.1	5.66
★ Mobile	594.2	103.6	105.7	16.40
★ Montgomery	439.3	102.6	104.7	12.17

You Always Get More In Middletown

Again Highest in State

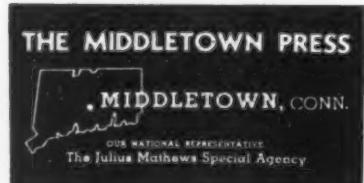
Sales Management's forecast for October shows Middletown's sales volume to be 5.6% larger than October 1953. PROOF AGAIN.

**"You Always Get More
In Middletown"**

This highly responsive market can only be thoroughly sold through the Middletown Press.

No combination of incoming non-local papers can come anywhere near equaling the coverage of The Press.

**"You Always Get More
In Middletown"**



Automotively FIRST

Perhaps you didn't realize that New London leads every Connecticut city of over 25,000 population in 1953 per-family average sales of automotive products (Source: S.M. 54 Survey).

This reflects not merely theoretical purchasing power, but actual spending performance by people who are paid high, spend high, and spend it here.

For automotive or any other selling, you can hardly ask for anything better.

The Day

NEW LONDON, CONNECTICUT
National Representatives:
GILMAN, NICOLL & RUTHMAN

HIGH SPOT CITIES

How Important Is—

NORWALK, Conn.?

NORWALK is a big shopping center—listed by Sales Management as a metropolitan area—a market of 92,000 population.

1953 Income — \$216,820,000
Retail Sales — \$132,496,000

60% of all the families have an income of \$4,000 up and account for 85% of total income. 20% are above the \$7,000 level. The quality index is 134—yes 34% above average.

THE NORWALK HOUR, with dominating circulation in this high income area, is the surest way to get more sales for your advertising dollars. 15,252 daily circulation—91% coverage of the city zone homes, 55% of the entire trading area.

The Norwalk Hour

Norwalk, Conn.

Represented by

The Julius Mathews Special Agency, Inc.

STAMFORD ▼ CONNECTICUT'S RICHEST MARKET

Highest family income (\$7,912) of all Connecticut cities over 50,000 population—highest family income of all major cities in the richest metropolitan area in the country.

Income per family is 53% above average. Retail sales 44%.

The Hard-Sell days ahead make Stamford a "must." Advertising will pay off if it is directed to the right people.

The **Stamford Advocate** is the surest way to reach these top income families in the nation's #1 selling area—it's the sure way to more sales, more profits.

STAMFORD ADVOCATE

Stamford, Conn.

Represented by

The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for October, 1954)

City		City		Nat'l.		
Index	1954	Index	1954	Index	1954	\$
1954	1954	1954	1954	1954	1954	(Million)
vs.	vs.	vs.	October	vs.	vs.	
1939	1953	1953	1954	1939	1953	1954

District of Columbia

★ Washington 342.5 101.8 103.9 123.58

Florida

★ Fort Lauderdale	596.2	114.3	116.6	9.54
★ Jacksonville	499.7	107.1	109.3	33.13
★ Miami	597.0	107.9	110.1	55.16
★ Orlando	495.3	104.4	106.5	11.69
★ Pensacola	504.0	98.9	101.0	7.61
★ St. Petersburg	556.5	105.4	107.6	16.25
★ Tampa	591.3	102.9	105.0	24.42

Georgia

Albany	515.7	96.2	98.2	4.59
★ Atlanta	417.7	100.6	102.7	64.46
Augusta	444.4	92.5	94.4	10.00
Columbus	464.1	95.3	97.3	9.84
Macon	384.2	94.7	96.6	8.30
Savannah	403.9	93.1	95.0	12.48

Hawaii

★ Honolulu 40.1 102.9 105.0 28.69

Idaho

Bose 320.2 93.3 95.2 6.34

Illinois

Bloomington	386.4	97.9	99.9	6.84
Champaign-				
Urbana	381.6	96.0	98.0	8.51
Chicago	349.3	97.9	99.9	474.02
★ Danville	382.7	100.9	103.0	6.43
★ Decatur	372.6	102.6	104.7	10.83
★ East St. Louis	439.2	101.5	103.6	10.41
Moline-Rock Island-				
E. Moline	374.0	92.6	94.5	12.53
Pearl	291.9	89.6	91.4	15.97
Rockford	426.4	95.1	97.0	16.76
★ Springfield	381.7	100.0	102.0	14.01

RETAIL SALES FORECAST (S.M. Forecast for October, 1954)

City	City	Nat'l.	
Index	1954	Index	\$
1954	1954	1954	(Million)
vs.	vs.	vs.	October
1939	1953	1953	1954

Indiana

Evansville	366.7	90.3	92.2	14.85
★ Fort Wayne	406.9	99.0	101.0	20.47
★ Gary	439.9	98.9	100.9	17.07
★ Indianapolis	399.5	98.2	100.2	67.47
★ Lafayette	397.6	108.2	110.4	6.56
★ Muncie	371.6	107.0	109.2	7.84
South Bend	433.7	90.2	92.0	18.65
Terre Haute	309.3	92.9	94.8	9.34

Iowa

★ Cedar Rapids	399.0	100.6	102.7	11.81
★ Davenport	372.9	99.3	101.3	11.45
★ Des Moines	384.4	101.4	103.5	28.33
Dubuque	361.7	95.0	96.9	6.33
★ Sioux City	338.6	100.3	102.4	11.92
★ Waterloo	369.7	104.9	107.1	9.39

Kansas

★ Hutchinson	382.1	98.1	100.1	5.54
★ Kansas City	389.8	101.2	103.3	12.24
★ Topeka	376.0	105.3	107.5	10.64
★ Wichita	592.9	103.2	105.3	28.28

Kentucky

★ Lexington	396.3	103.7	105.9	11.73
★ Louisville	408.2	98.6	100.8	47.88
Paducah	434.8	86.1	87.9	5.87

Louisiana

★ Baton Rouge	549.4	98.0	100.0	13.68
★ Lake Charles	582.2	102.6	104.7	5.88
Monroe-				
West Monroe	464.4	95.1	97.1	8.08
★ New Orleans	442.8	101.7	103.8	62.30
★ Shreveport	430.9	99.2	101.2	18.14

Maine

★ Bangor	341.7	107.6	109.8	6.22
----------------	-------	-------	-------	------

★ PEORIA



POPULATION

Metro. PEORIA 265,000
(28th in U.S. in 250,000 to 400,000 Group)

PEORIAArea 550,000

BUYING INCOME Per Capita

Metro. PEORIA \$1,854*
(3rd in U.S. in 250,000 to 400,000 Group)

PEORIAArea \$1,638
*26% Above National Average

COVERAGE

Peoria Journal Star
Daily Circulation Ratio-to-Homes
in Metro. Peoria... 98.7%

PEORIA JOURNAL STAR
—PREFERRED FOR TESTS—
REPRESENTED BY
WARD-GRIFFITH CO., INC.

DAILY NET PAID EXCEEDS 100,000

BIDDEFORD-SACO

with
\$50,270,000 total income
\$33,488,000 retail sales

is head and shoulders above the state average in just about everything.

Family income averages \$5,405 compared to \$4,563 for the state . . . family sales average \$4,088 compared to \$3,544 for the state . . . food sales average \$1,164 compared to \$1,044 for the state.

The Biddeford Journal, read in 95% of the homes, is your best introduction to a big sales program. It's your best buy in Maine.

THE BIDDEFORD

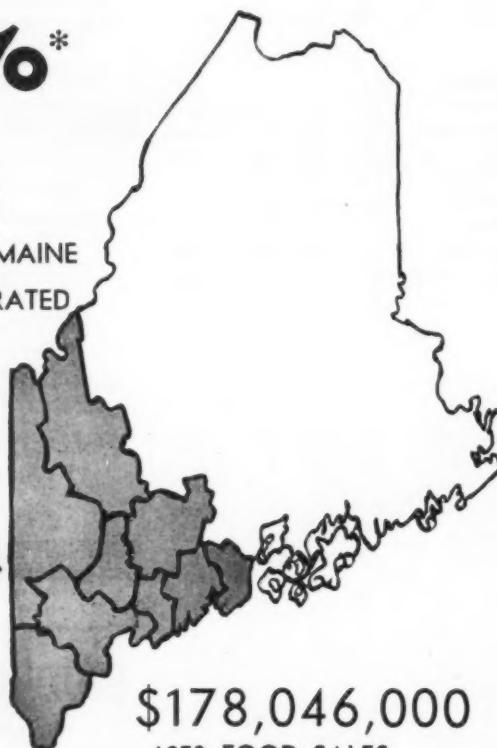
JOURNAL
BIDDEFORD, MAINE

Represented by
The Julius Mathews Special Agency, Inc.

The PORTLAND, MAINE Market is a Nine County Sales Area

65%*

OF ALL THE
FOOD SALES IN
THE STATE OF MAINE
ARE CONCENTRATED
IN THESE NINE
SOUTHERN
COUNTIES



* 1954 Survey of
Buying Power

**Sales Management's Test Market Survey, Nov. 1953
rates Portland as one of the best test markets in the
country:**

1st for all cities in Maine
1st in New England for cities in 75,000 to 150,000 population group
3rd in New England for cities of all sizes
6th in U. S. A. for cities in 75,000 to 150,000 population group
18th in U. S. A. for cities of all sizes. It ranked 75th in 1950.

The PORTLAND newspapers give you 94% coverage of the city and retail trade zone and 52 % of the entire nine counties.

78,164 circulation daily . . . 87,243 Sundays

PORLAND, MAINE

PRESS HERALD

EVENING EXPRESS

SUNDAY TELEGRAM

Represented by The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for October, 1954)

City	City	Nat'l.	\$
Index	Index	Index	(Million)
1954	1954	1954	October
vs.	vs.	vs.	
1939	1953	1953	1954

Maine (cont.)

Lewiston-			
Auburn	316.2	95.8	97.8
★ Portland	305.1	99.8	101.8

Maryland

★ Baltimore	330.1	98.0	100.0	112.41
Cumberland ...	254.2	93.0	94.9	4.88
Hagerstown	322.6	92.4	94.3	5.00

Massachusetts

★ Boston	260.4	99.0	101.0	114.40
★ Brockton	261.9	99.3	101.3	7.36
Fall River	295.3	94.7	96.6	10.72
★ Holyoke	360.7	101.1	103.2	7.07
Lawrence	279.4	96.1	98.1	8.97
Lowell	395.2	91.7	93.6	10.67
★ Lynn	290.3	103.5	105.6	10.80
New Bedford ..	297.0	93.8	95.7	10.87
Pittsfield	292.2	93.9	95.8	6.37

**More Money Per Family!
More Money Per Person!
More Retail Sales!
More Retail Sales Per Family!
More Food Sales**

BERKSHIRE COUNTY RANKINGS IN 200 LEADING COUNTIES U.S.A.

Higher than its population rankings
in all these 7 important classifications,
in metropolitan Pittsfield, Mass.

Population	198
Net Effective Buying Income ...	194
E.B.I. Per Family	157
E.B.I. Per Capita	141
Consumer Units Over \$7000 ...	194
Total Retail Sales	193
Total Retail Sales Per Family ..	119
Food Store Sales	171



The Eagle covers 112 per cent of homes in
City Zone and 70 per cent in the county area

BERKSHIRE EVENING EAGLE

Julius Mathews Special Agency, National Reps.

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for October, 1954)				
City				
City	City	Nat'l.		
Index	Index	Index	\$	
1954	1954	1954	(Million)	
vs.	vs.	vs.	October	
1939	1953	1953	1954	

Massachusetts (cont.)

★ Salem	339.0	99.0	101.0	5.73
★ Springfield	286.1	99.5	101.5	21.49
Worcester	279.1	93.7	95.6	23.19

Michigan

Battle Creek	413.2	93.4	95.3	9.05	
★ Bay City	396.4	98.7	100.7	7.69	
Detroit	397.2	92.2	94.1	236.85	
Flint	416.9	97.3	99.3	26.81	
★ Grand Rapids	403.2	100.4	102.5	29.19	
Jackson	382.7	94.2	96.1	9.62	
★ Kalamazoo	375.5	99.8	101.8	12.13	
Lansing	371.2	88.5	90.3	16.48	
Muskegon	393.3	88.7	90.5	8.26	
★ Pontiac	487.4	100.4	102.5	13.60	
Port Huron	357.8	92.9	94.8	5.76	
★ Royal Oak	Ferndale	673.6	101.4	103.5	13.00
★ Saginaw	426.4	98.9	100.9	13.73	

Minnesota

Duluth	284.7	97.8	99.8	12.27
★ Minneapolis	320.2	101.5	103.6	77.26
St. Paul	264.2	97.6	99.6	42.32

Mississippi

Jackson	506.0	97.2	99.2	11.84
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Missouri

★ Joplin	318.6	102.7	104.8	5.13
★ Kansas City	398.4	98.1	100.1	80.31
★ St. Joseph	293.1	100.4	102.5	7.62
St. Louis	320.5	96.2	98.2	101.59
★ Springfield	372.1	100.6	102.7	8.67

Montana

★ Billings	404.8	106.5	108.7	6.76
Butte	192.9	93.0	94.9	4.34
★ Great Falls	349.7	103.8	105.9	6.40

Nebraska

★ Lincoln	386.0	106.3	108.5	13.51
★ Omaha	363.5	104.0	106.1	34.35

RETAIL SALES FORECAST (S.M. Forecast for October, 1954)

City	City	Nat'l.		
Index	Index	Index	\$	
1954	1954	1954	(Million)	
vs.	vs.	vs.	October	
1939	1953	1953	1954	

Nevada

★ Reno	364.4	102.2	104.3	7.47
--------------	-------	-------	-------	------

New Hampshire

★ Manchester	306.0	100.7	102.8	9.24
★ Nashua	293.8	98.6	100.6	3.82

New Jersey

★ Atlantic City	340.7	103.9	106.0	13.63
★ Camden	392.5	99.5	101.5	17.35
★ Elizabeth	354.1	103.9	106.0	14.27
★ Jersey City-				
Hoboken	297.1	100.1	102.2	30.84
Newark	292.8	93.7	95.6	65.42
★ Passaic-Clifton	382.2	100.5	102.6	15.67
★ Paterson	351.0	101.9	104.0	21.66
★ Trenton	357.7	100.5	102.6	20.96

Taunton, Mass.

A Great Sales Market

Taunton's \$5,020 family income — highest of Bristol County's three largest markets. Well balanced and diversified industries provide an industrial payroll of \$23,000,000 yearly.

Taunton wage earners produce bronze art goods, proprietary medicines, sporting goods, textile products, silverware, plastic products, stoves and ranges, leather goods, rubber products, marine gears, jewelry, apparel.

The Gazette, reaching more than 90% of all Taunton families, gives you that big sales lift . . . balances out other not-so-profitable markets. In Massachusetts, Taunton is a "must" if you really want to sell.

Taunton Gazette

Taunton, Massachusetts

Established 1884

Represented by The Julius Mathews Special Agency, Inc.



PER CAPITA INCOME ONE THIRD HIGHER

Per capita income in Passaic-Clifton, N. J., is one third higher than the rest of the U.S. . . . averaging \$2,054 a year, according to Sales Management estimates. Passaic-Clifton, with a total population of 127,600, is the nation's 24th ranking city in per capita income.

You can effectively reach the more than 60,000 families that spend this money in Passaic-Clifton with only one newspaper, The Herald-News . . . the North Jersey newspaper with the largest circulation in Bergen and Passaic Counties.

THE HERALD-NEWS OF PASSAIC-CLIFTON, N. J.

New York General Advertising Office—James J. Todd, Mgr.

18 East 41st Street, New York 17—Murray Hill 5-0131

**you
can
sell
more
in**

Little Falls

The people have the money—
The retail sales show they spend— Family food sales, for example, are \$1,336 compared to the U. S. average of \$860.

You can reach 30,000 people with a schedule in the Times. It's your guarantee of results because it's the home newspaper.

Little Falls Times

Little Falls, N. Y.

Represented by
The Julius Mathews
Special Agency, Inc.

FIGURES ARE IMPORTANT—

and as impressive as POST figures are, they tell so little of the POST-ROWAN-SALISBURY story

Salisbury, 17th in N.C. population, ranks 1st in p.c. auto sales, 2nd in p.c. retail and food sales, 3rd in p.c. drug sales. That's good because the POST had a hand in making those figures possible. But of even MORE importance to you is the fact that the POST is a time-tested super-salesman because it has earned the confidence of its over 16,000 subscribers. Hasn't failed a worthy advertiser in 50 years.



WARD-GRIFFITH COMPANY
Representatives

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for October, 1954)

City	City	Nat'l. Index		\$
1954	1954	1954	vs.	(Million)
1939	1953	1953	vs.	October

New Mexico

★ Albuquerque ... 766.0 99.0 101.0 16.01

New York

★ Albany	330.3	98.1	100.1	22.43
★ Binghamton ...	321.5	100.1	102.2	12.25
Buffalo	335.2	92.4	94.3	75.16
★ Elmira	388.0	110.8	113.1	9.35
★ Hempstead Township ...	557.4	109.7	111.9	59.08
Jamesstown ...	343.1	92.8	94.7	6.45
★ New York	306.1	101.6	103.7	875.63
Niagara Falls ...	339.6	93.1	95.0	10.80
★ Poughkeepsie ...	352.8	99.0	101.0	8.89
★ Rochester	301.4	102.2	104.3	45.90
★ Rome	406.5	100.1	102.2	4.35
Schenectady ...	327.9	93.0	94.9	13.15
Syracuse ...	319.5	97.4	99.4	30.35
★ Troy	315.7	98.1	100.1	9.66
★ Utica	334.6	99.3	101.3	13.55

North Carolina

Ashville	369.3	96.8	98.8	8.53
Charlotte	462.2	93.3	95.2	19.69
Durham	404.0	92.2	94.1	9.01
Greensboro	616.4	95.7	97.8	15.41
★ Raleigh	438.6	100.2	102.3	10.00
★ Salisbury	395.0	113.2	115.5	3.95
Wilmington ...	427.3	97.1	99.1	5.64
Winston-Salem .	359.2	93.2	95.1	9.41

North Dakota

★ Fargo 363.9 101.8 103.9 6.66

Ohio

Akron	345.9	90.6	92.5	33.63
Canton	340.7	90.8	92.7	15.98
Cincinnati	320.7	95.2	97.2	66.19
Cleveland	343.7	93.6	95.5	129.46
★ Columbus	390.5	106.5	108.7	55.69
★ Dayton	432.0	98.0	100.1	41.21
Elyria	449.1	93.5	95.4	49.76
Hamilton	473.5	95.9	97.9	8.57
Lima	368.3	92.4	94.3	7.33
Lorain	477.2	97.9	99.9	7.11

PS-S-S-T!!
THE 100,000 PEOPLE
IN POTTSVILLE'S
TRADING ZONE
SPEND \$30,886,050
ON FOOD ANNUALLY

SO USE THE
POTTSVILLE
REPUBLICAN
WHICH COVERS
ALL OF THE CITY
AND 65% OF
THE COUNTY!

THE POTTSVILLE (PA.) REPUBLICAN
Represented by DeLisser, Inc.

Add the IMPACT of **COLOR** in ALTOONA

Add reader-pulling color, matched to your exact specifications in the Altoona Mirror every day.

Use the combination you want

Black plus 1 COLOR

or

Black plus 2 COLORS

Remember, color adds pulling power to your story, helping you sell ALL the over 33,000 daily circulation of the Mirror.

**ALTOONA, PA.'S ONLY
EVENING NEWSPAPER**

RICHARD E. BEELER
Advertising Manager

**Altoona
Mirror.**

RETAIL SALES FORECAST
(S.M. Forecast for October, 1954)

City			
City	City	Nat'l.	
Index	Index	Index	\$
1954	1954	1954	(Million)
vs.	vs.	vs.	October
1939	1953	1953	1954

RETAIL SALES FORECAST
(S.M. Forecast for October, 1954)

City			
City	City	Nat'l.	
Index	Index	Index	\$



Ohio (cont.)

Mansfield	357.5	91.6	93.5	6.90
Middletown	413.8	93.5	95.4	5.38
Portsmith	354.8	96.3	98.3	5.96
Springfield	354.9	95.5	97.5	9.76
Steubenville	250.7	91.3	93.2	5.29
Toledo	346.1	92.1	94.0	40.81
Warren	431.9	93.1	95.0	8.38
Youngstown	306.1	91.9	93.8	21.89
Zanesville	289.1	95.7	97.7	5.03

Oklahoma

Bartlesville	397.3	95.9	97.9	2.90
★ Muskogee	312.9	93.6	100.6	3.63
★ Oklahoma City	439.9	105.8	108.0	36.09
★ Tulsa	511.0	103.8	105.9	31.02

Oregon

Eugene	489.5	93.8	95.7	7.93
★ Portland	369.0	98.3	100.3	60.71
Salem	450.0	97.1	99.1	8.19

... In Norristown, Pa.

BIG SELLING SCENE

Throngs are surging to big new retail outlets in Norristown . . . and ringing up their sizeable sales in this buying center which is the capital of big and wealthy Montgomery County.

The TIMES-HERALD blankets these buyers with 99% home coverage. Put it on your schedule . . . for **selling** purposes!

Times Herald
NORRISTOWN, Pa.

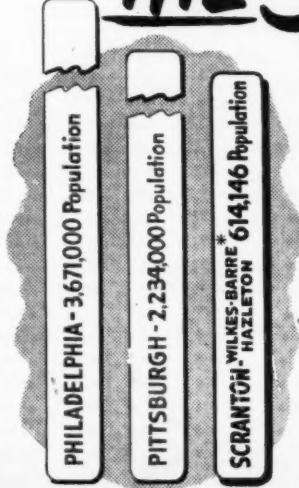
Represented Nationally By
The Julius Mathews Special Agency

OCTOBER 1, 1954

Pennsylvania

Allentown	348.9	96.8	98.8	15.18
Altoona	262.7	92.6	94.5	7.53
Bethlehem	366.0	91.7	93.6	7.10
Chester	416.1	97.7	99.7	9.82
Erie	435.6	94.0	95.9	18.86
Harrisburg	342.6	95.7	97.7	15.45
Hazleton	263.6	89.1	90.9	3.98
Johnstown	264.0	90.6	92.6	8.50
★ Lancaster	305.9	98.9	100.9	9.79
★ Norristown	329.6	98.7	100.7	5.01
Oil City	300.0	94.3	96.2	2.61
★ Philadelphia	359.7	104.2	106.3	246.98
Pittsburgh	333.7	97.0	99.0	100.84
Reading	319.7	97.8	99.8	15.70
Scranton	265.5	96.2	94.5	13.38
★ Wilkes-Barre	300.5	98.1	100.1	11.18
Williamsport	321.5	90.6	92.4	5.98
York	364.2	95.9	97.9	9.76

Scranton...Wilkes-Barre THE 3rd LARGEST SINGLE MARKET IN PENNSYLVANIA!



Scranton and Wilkes-Barre are two markets in one. The area is exactly the same today as it always has been — Lackawanna and Luzerne counties, excluding Hazleton.

These two markets are so closely allied and fused into one that it is impossible for the traveler to tell when he passed from one to the other.

This is likewise true in the distribution of merchandise as all sales organizations familiar with the territory will testify.

*Standard Metropolitan Districts . . . U.S. Census 1950. Hazleton excluded from Scranton-Wilkes-Barre.

The Scranton Times

GEORGE A. McDEVITT CO., INC., National Representatives • New York, Chicago, Philadelphia, Pittsburgh, Detroit

Two Million EXTRA Dollars!

Woonsocket city family spending exceeds the rest of Providence County by a fat \$127 per family—an "extra" of over 2 million dollars. These 51,800 people are completely CALL-covered, and so are 52,659 more throughout the retail trading area! Sell this 100,000-plus market now through Woonsocket's one-and-only local daily, the—

WOONSOCKET CALL

Representatives: Gilman, Nicoll & Ruthman
Affiliated: WWON, WWON-FM
**COVERS RHODE ISLAND'S
PLUS MARKET**

Newport, R. I.

Newport County's family income of \$6,099 — more than \$1,000 above the average of all the other counties in R. I., is the reason why advertising here is so profitable.

Newport County leads in family food sales, with \$1,193 compared to \$916 for all other counties and \$948 for the state. Sell this high-income and top spending market through Newport County's only daily.

The Newport Daily News

Represented by The Julius Mathews Special Agency, Inc.

Coming . . .

Creative Selling Uncovers Buyers For a Product Which Was "Too Small"

In Sales Management
October 15

HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for October, 1954)

City	RETAIL SALES FORECAST				\$	City		
	City							
	City	City	Nat'l.	\$				
	1954	1954	1954	(Million)	vs.	vs.		
	vs.	vs.	vs.	October	1939	1953		
	1954	1953	1953	1954	1954	1954		

Vermont

Burlington	319.9	92.5	94.4	4.83
★ Rutland	287.4	100.0	102.1	2.96

Rhode Island

Providence	253.8	90.2	92.1	29.97
Woonsocket	280.0	92.2	94.1	4.85

Virginia

Danville	454.3	92.0	93.9	6.36
★ Lynchburg	340.3	98.5	100.5	6.50
Newport News	..	500.0	96.2	98.2	8.45
Norfolk	478.2	96.2	98.2	27.26
★ Portsmouth	551.3	101.7	103.8	8.16
Richmond	336.2	95.6	97.6	32.61
Roanoke	381.2	93.8	95.7	12.35

South Carolina

Charleston	362.8	94.7	96.6	9.47
★ Columbia	487.5	100.5	102.6	14.48
Greenville	417.1	93.9	95.8	9.76
Spartanburg	435.3	98.1	90.9	7.27

South Dakota

Aberdeen	401.2	96.2	98.2	3.41
★ Sioux Falls	339.7	99.0	101.0	7.10

Tennessee

Chattanooga	400.8	95.9	97.9	20.08
Knoxville	383.5	92.3	94.2	18.10
★ Memphis	425.3	100.3	102.4	51.66
★ Nashville	392.9	100.8	102.9	28.29

Texas

★ Abilene	586.7	102.3	104.4	7.51
Amarillo	551.7	94.4	96.3	13.02
★ Austin	460.0	102.5	107.6	16.47
Beaumont	454.6	89.7	91.5	12.32
★ Corpus Christi	584.3	102.3	104.4	16.71
★ Dallas	560.9	104.3	106.4	86.89
El Paso	495.1	91.1	93.0	17.33
Fort Worth	549.1	97.1	99.1	45.74
Galveston	397.7	93.6	95.5	8.83
★ Houston	528.9	102.2	104.3	91.93
Laredo	498.8	92.7	94.6	4.24
Lubbock	703.7	94.4	96.3	13.30
Port Arthur	394.5	95.2	97.2	7.18
★ San Angelo	465.7	102.5	104.6	6.38
★ San Antonio	493.5	98.7	100.7	45.55
Texarkana	435.3	97.8	99.8	5.92
★ Tyler	453.4	102.0	104.1	6.71
★ Waco	561.1	103.6	105.7	12.40
★ Wichita Falls	436.2	99.2	101.2	9.16

Utah

Ogden	438.8	92.2	94.1	7.68
★ Salt Lake City	346.7	91.9	103.8	23.54

West Virginia

Charleston	354.8	95.3	97.2	13.91
Huntington	324.6	94.0	95.9	90.90
Wheeling	257.7	91.9	93.8	7.37

Wisconsin

★ Appleton	379.7	100.6	102.7	5.43
★ Green Bay	315.6	98.2	100.2	7.48
Kenosha	400.0	90.4	92.3	6.92
La Crosse	386.5	96.5	98.5	6.88
★ Madison	343.6	102.5	104.6	13.64
★ Milwaukee	355.0	101.0	103.1	91.67
★ Oshkosh	409.8	102.1	104.2	6.68
Racine	393.4	94.7	96.6	9.48
Sheboygan	327.6	91.8	93.7	5.34
Superior	275.0	92.3	94.2	3.63

Wyoming

★ Casper	544.2	110.3	112.6	5.66
★ Cheyenne	423.4	99.0	101.0	5.25

HIGH SPOT CITIES

RETAIL SALES FORECAST

City	City	Nat'l.	
Index	Index	Index	\$
1954	1954	1954	(Million)
vs.	vs.	vs.	October
1941	1953	1953	1954

CANADA 354.2 98.0 100.0 1066.60

Alberta

Calgary	364.1	95.1	97.1	16.53
Edmonton	450.8	92.5	94.4	18.89

British Columbia

Vancouver	351.8	94.3	96.2	44.72
★ Victoria	292.9	103.3	105.4	9.43

Manitoba

Winnipeg	233.8	88.9	90.7	27.94
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New Brunswick

St. John	235.5	92.5	94.4	5.09
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Nova Scotia

★ Halifax	232.0	100.6	102.7	10.39
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Ontario

Hamilton	266.0	88.4	90.2	20.24
★ London	371.9	100.9	103.0	13.02
Ottawa	278.4	96.6	98.6	19.85
★ Toronto	313.8	106.0	108.2	109.82
Windsor	256.0	91.9	93.8	12.03

Quebec

★ Montreal	317.8	103.5	105.6	109.67
★ Quebec	308.5	102.4	104.5	17.06

Saskatchewan

Regina	332.9	89.0	90.8	11.05
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COMING . . .

"If Workers Want
A Coffee Break,
Let's Make
A Business of It"

. . . and Vacuum did.

In Sales Management
October 15

If You Are Planning A Sales Meeting . . .

You want all the help you can get to select just the right site . . . one that offers the best facilities and surroundings at rates you'd like to pay.

You can have all the help you need without charge, you know, by calling upon **Meeting-Site Service**.

This free service provides you with complete information on possible sites for:

- **Sales Conferences**
- **Dealer Meetings**
- **Traveling Exhibits**
- **National Conventions**

Anywhere in United States, Canada and Caribbean, facts on facilities and rates are yours for the asking. Simply tell **Meeting-Site Service** what facilities you need, for how many people, when, in what areas or cities. Complete facts—along with color brochures of hotels—will be sent to you without cost.

MEETING-SITE SERVICE

A Free Service to *Sales Management* Subscribers

Operated by

Sales Meetings

Part 2, *Sales Management*

1200 Land Title Bldg. • Philadelphia 10, Pa.

WHERE TO FIND ABLE EXECUTIVES

Here in New York's largest, most selective pool of finely-screened, high-calibre executive personnel, you'll find men of tested abilities for every business and industry, in all phases of administration, management, finance, research, engineering, production, advertising, sales, marketing, merchandising, distribution, public relations . . . and at no cost to you. Phone or write us about your requirements.

There is no substitute for experience.

The famed

FORTY PLUS CLUB

In its 15th year

220 Broadway, New York 38 BE 3-6086

chain store sales specialist

Available soon: Aggressive, young (32) specialist with top experience and multi-million dollar record of achievement in sales and promotion through all types of national chains. Intelligent, hard-hitting approach, plus that rare touch of merchandising insight that can push your chain-store effort to the top—and keep it there. Either full-time on salary plus override, or non-exclusive on commission. Write Box 3068.

POSITION WANTED SALES

Young salesman with proven road record in soft lines seeks opening offering large potential earnings and satisfaction. Last two years as ass't to Vice President in home office. Age 29, 5 yrs. college, excellent health, single and willing to relocate anywhere for right opportunity. Have personal aeroplane available for business use. Box 3069 for details.

What makes cancer MAN'S CRUELEST ENEMY?

SOME diseases kill us mercifully.

NOT CANCER. Yet, if nothing is done, 23 million living Americans are destined to die of cancer . . . 230,000 of them *this year*.

SOME diseases reveal their beginnings by pain or fever or shock. Not cancer. It starts silently, secretly, and too often spreads rapidly.

AND SOME diseases spare us our young people. Not cancer! It strikes men and women and children, the old and the young. If nothing is done, one American in five will be stricken with cancer.

SOMETHING CAN BE DONE. You can strike back at this cruel killer with a really generous gift to the American Cancer Society. Your money is *urgently* needed—for research, for education, for clinics and facilities. Please make it a really BIG gift!

Cancer
MAN'S CRUELEST ENEMY
Strike back—Give
AMERICAN CANCER SOCIETY



"Close the deal — it's almost a quarter to eight!"

Statement of Ownership

STATEMENT REQUIRED BY THE ACT OF AUGUST 24, 1912, AS AMENDED BY THE ACTS OF MARCH 3, 1933, AND JULY 2, 1946 (Title 39, United States Code, Section 233) SHOWING THE OWNERSHIP, MANAGEMENT, AND CIRCULATION OF

SALES MANAGEMENT, published semi-monthly on the 1st and 15th except in May, September and November when it is published on the 1st, 10th and 20th at East Stroudsburg, Pennsylvania for October 1, 1954.

1. The names and addresses of the publisher, editor, managing editor, and business managers are: Publisher, SALES MANAGEMENT, INC., 386 Fourth Avenue, New York 16, N. Y.; Editor, Philip Salisbury, 386 Fourth Avenue, New York 16, N. Y.; Managing Editor, A. R. Hahn, 386 Fourth Avenue, New York 16, N. Y.; Business Manager, Raymond Bill, 386 Fourth Avenue, New York 16, N. Y.

2. The owner is: (If owned by a corporation, its name and address must be stated and also immediately thereafter the names and addresses of stockholders owning or holding 1 percent or more of total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a partnership or other unincorporated firm, its name and address, as well as that of each individual member, must be given.) SALES MANAGEMENT, INC., Raymond Bill, Edward Lyman Bill and

Philip Salisbury, all at 386 Fourth Avenue, New York 16, N. Y.

3. The known bondholders, mortgagees, and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages, or other securities are: (If there are none, so state.) None.

4. Paragraphs 2 and 3 include, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting; also the statements in the two paragraphs show the affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner.

5. The average number of copies of each issue of this publication sold or distributed, through the mails or otherwise, to paid subscribers during the 12 months preceding the date shown above was: (This information is required from daily, weekly, semiweekly, and triweekly newspapers only.)

PHILIP SALISBURY,
Editor

Sworn to and subscribed before me this 20th day of September, 1954.
[SEAL] Helen M. Verlin
(My commission expires March 30, 1956.)

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John Wiley & Sons, Inc.	2	
Agency: Waterston & Fried, Inc.		
The Woonsocket Call	132	
Agency: Gordon Schonfarber & Associates, Inc.		

Salesman—25 years old; married; with extensive background in coarse paper and gen'l merchandise in all outlets, desires position. Have car, am willing to relocate and travel. Being released from Air Force Oct. 1. Write Box 3070 c/o Sales Management.

THE SCRATCH PAD

By T. Harry Thompson



Some like it hot, some like it cold, but I like it October. When it comes to weather, I'm a Fall Guy!

Aren't they ingenious . . . those new pitcher-pour spouts on Borden's milk cartons?

My personal observation is that there's a bull-market in babies, too.

Dr. Mayo used to estimate that our bodies are worth only 98 cents. Would that apply to a heavenly body like Corinne Calvet's, too?

Dial-and-Error Dep't: When the column said awhile back: "In case you're ever asked to name the missing letter on a telephone-dial, your cue is 'Q,'" Bill Harvey, of Philadelphia's Chew, Harvey & Thomas agency, wrote to say that, on his dial, "Z" is missing too. Which gives me a chance to say that Bill has been missing from this page too long.

Biggest consumer-survey of small-town America I know of was *Grit's* 19th annual report on the brand preferences of 27,554 families who answered the questionnaire.

NTR—"That sailor has a smooth line."

WIT—"Yeah; has a gift of gob."

Laconic line from a movie, addressed to a leering seaman by a gal who knew the ropes: "Go wash your mind!"

Slogan for Angel Face Powder: Heaven-scent.

Time captioned a letter about otters: "As Otters See Us." And its sister-publication, *Life*, titillated many an old-timer by resurrecting

some Ivory Soap cartoons by the late Palmer Cox, who gave an earlier generation the Brownies.

Speaking of which, an old-timer is one who can remember when "Doll Hospital" was considered a cute coinage. An old-timer is also one who can remember when we spoke of "Holy Russia."

Memo to copywriters: Clarity begins at home.

"A chip on the shoulder indicates wood higher up."—*El Mustang*.

You're close, Tessie, but it isn't quite "Portfolio" Rubirosa.

According to *Eastern Kentucky Progress*, a public speaker should not only stop to think but think to stop.

Copywriters, incidentally, aren't satisfied with the common or garden-variety word *powerful*. They prefer to dissect it as *power-full*.

Aside to the growers of Sunsweet Prunes: You tell me to "eat 'em like candy." I'd do it more often if they were *pitted* like certain brands of dates. Can do?

Nice alliterative phrase: "Built and Backed by General Motors."

"Man with stapler beats man with hammer 4 to 1."—*Advertising headline*. That "beats man with hammer" sounds a bit drastic.

Not the least of the hazards of smoking is the burning of holes in clothing and furniture. Personally, I'm the answer to an invisible mender's prayer.

It's nearly a year since I first saw the movie, "How to Marry a Millionaire." One brief, bright exchange has remained with me, where Grable says: "Money doesn't make you happy" and Bacall counters: "It doesn't exactly *depress* me, either!"

A few blocks from where I type this is a swinging sign reading: "Frank Parker, Florist." Wouldn't Arthur Godfrey rib his Frank Parker if he knew that?

Pedantic Dep't: If "There's no gin like Gordon's," how can I get a bottle of Gordon's, or whatever I mean?

It's a wonder a certain dog-food hasn't cashed-in on a common mispronunciation of *dachshund* by asking: "Is your dog a DASH-hound?"

Subscription television, where you can get Broadway plays and first-run movies at home, may indeed be the answer to rocketing production-costs which few sponsors can (or should) underwrite.

Ed Wynn pretends he saw this ad in the Lonely Hearts section of a newspaper: "Man old enough to know better would like to meet girl not quite that old."

Copywriters At Work Dep't: "Let us prove that Capehart has the most brilliant pictures of them all."

Herb Dickson saw this sign in a service-club in Clarksburg, W. Va.:
What you see,
What you hear,
When you leave,
Leave it here.
The rep you save
May be your own.

Bell Telephone rang the bell with: "Don't wonder. Don't worry. Call today and be sure."

Ed (*Father of the Bride*) Streeter gave me some belly-laughs in his latest, *Mr. Hobbs' Vacation*.

P&G sold over 15 billion cakes of Ivory Soap in 75 years. Floating power!

How to tell a customer where to go...

and make him like it !



WESTERN UNION "OPERATOR 25"

Your advertising arouses interest in your product. People want to buy it. But does your advertising also tell them where to go?

It will, if you use Western Union's "Operator 25"—now available in more than 20,000 communities, coast to coast. This service tells a prospect exactly where he can buy your product or service . . . whether you sell nationally or regionally, through one or several types of outlets.

BEST WAY TO BRIDGE A BIG GAP

All too often, national advertising leaves a big gap between the prospective buyer and the point of sale. You can't expect him to track down your product, store to store, refusing competitive brands till he finds yours. You and I know he won't do it—but when you use "Operator 25," he doesn't need to. You bridge that gap for him.

HERE'S HOW IT WORKS

In your advertising—publication, television, radio or other media—you include the phrase

"For the name of your nearest dealer, call Western Union by number and ask for Operator 25." Your customer sees it or hears it . . . often, with television, he does both.

When he calls, "Operator 25" gives the customer as many as 4 dealer names and addresses in his own neighborhood, town or nearby city. You can arrange more frequent mention of key dealers . . . can even, within limits, individualize your message to your prospect.



CALL "OPERATOR 25" FOR DETAILS

Here's the most practical way to prove to yourself how efficiently this service works. Just pick up your phone . . . call Western Union by number . . . ask for "Operator 25" and tell her you'd like more information on this practical, customer-directing operation. She'll send you our new "Operator 25" folder immediately.

BUYING ACTION NO OTHER MEDIUM CAN MATCH!



YOUR ADVERTISING gets buying action which no other medium can match when you place it in the newspaper. More than to any other medium, people turn to the newspaper for buying ideas. And in Chicago the Tribune with greatest coverage and reader interest, produces greatest sales.

Manufacturers, retailers and want advertisers place more of their budgets in the Tribune than in all other Chicago newspapers combined. During the twelve months ended December 31, 1953, they placed in the Tribune over \$58,000,000.00 in advertising—far more

than has ever appeared in a similar period in any newspaper in the world.

Readers of the Tribune are your best Chicago prospects. Their buying has greatest impact at retail counters. Their preference for your brand will result in greater sales and a stronger market position.

A Tribune representative will be glad to discuss with you a plan that will help you build a consumer franchise for your brand among the families who read the Tribune. Why not ask him to call now, while the matter is still fresh in your mind?

CHICAGO TRIBUNE

ADVERTISING SALES
REPRESENTATIVES

Chicago

A. W. Dreier

1333 Tribune Tower

New York City

E. P. Struhsacker

220 E. 42nd St.

Detroit

W. E. Bates

Penobscot Bldg.

San Francisco

Fitzpatrick Associates

135 Montgomery St.

Los Angeles

Fitzpatrick Associates

3460 Wilshire Blvd.